

DEC 3 1926

# Sales Management

For The Man in Charge of Sales and Advertising



## SALESMEN WHO HIT THE TOBOGGAN

\* \* \* \* \*

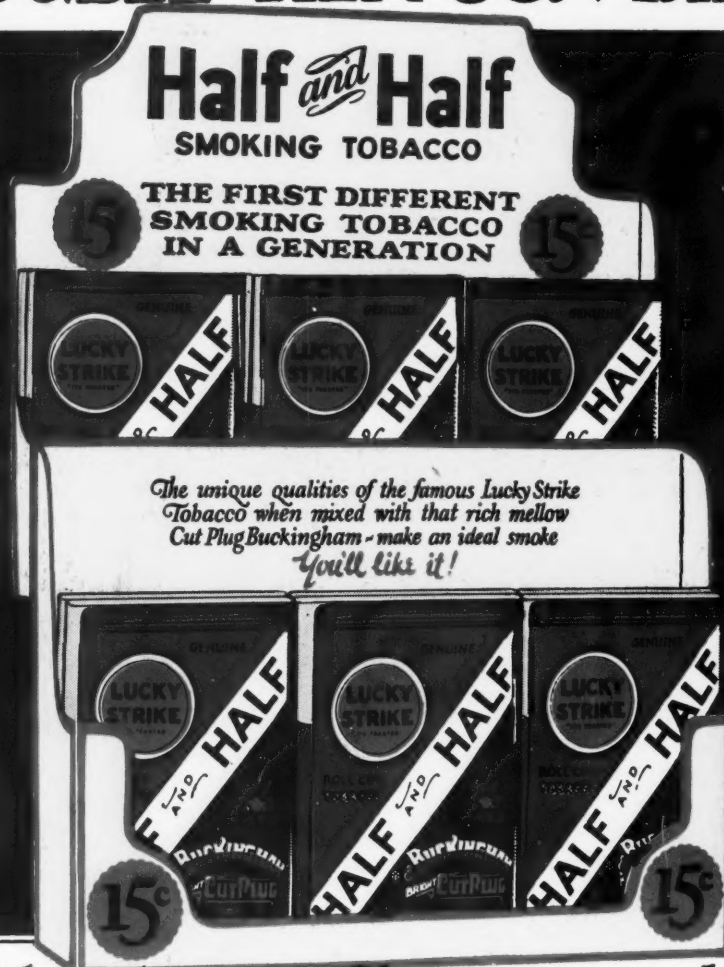
The Men on the Cover: [Right] ALBERT MILLS, President; [Center] R. L. LIPPERT, Advertising Manager; [Left] J. J. HOFFMANN, Sales Promotion Manager; THE AMERICAN PRODUCTS CO.

# A Dartnell Publication

NOVEMBER 27, 1926

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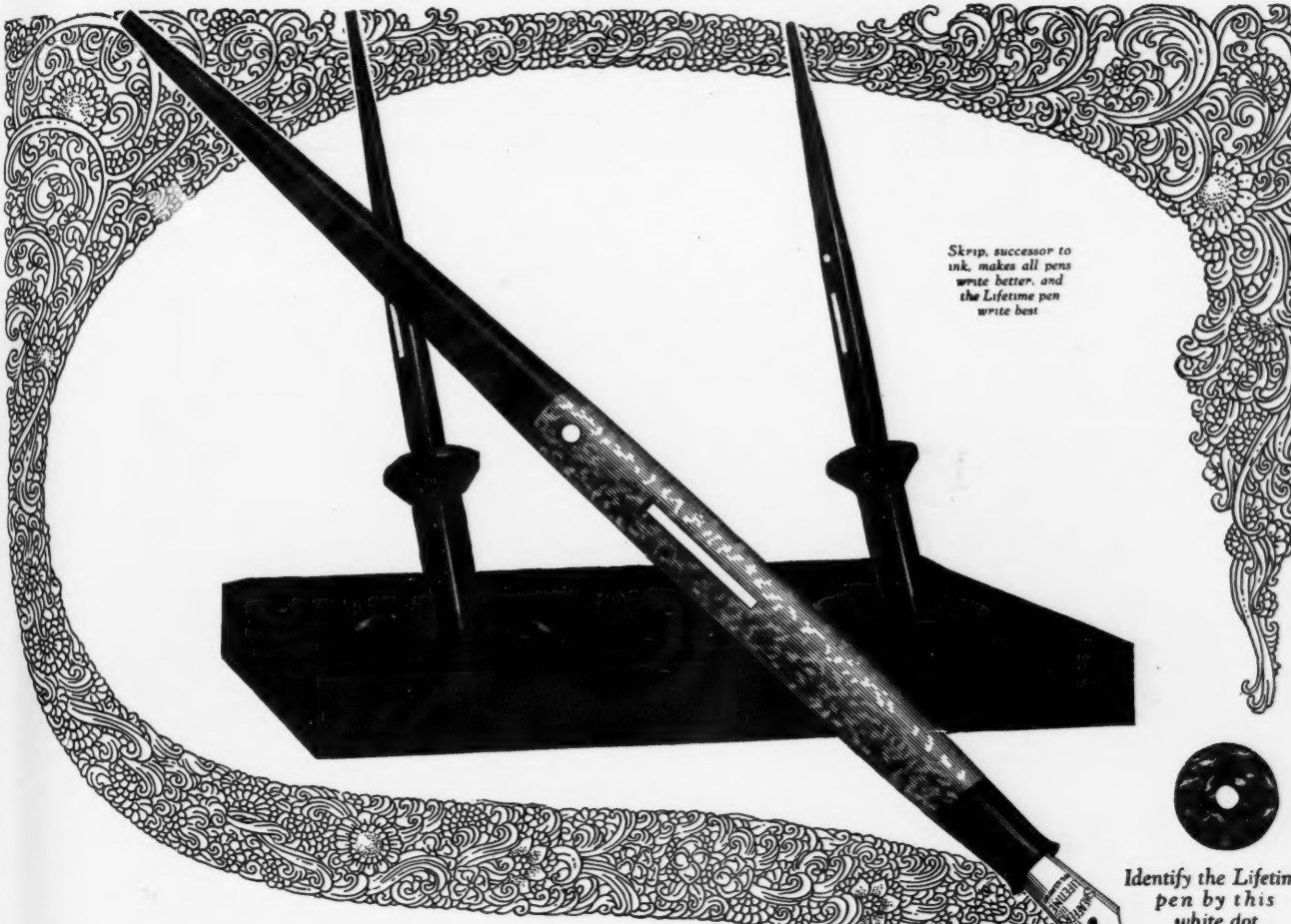
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write better, and  
the Lifetime pen  
write best*

*Identify the Lifetime  
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W. A. SHEAFFER PEN COMPANY • FORT MADISON, IOWA

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CAN YOUR PRODUCTS BE USED IN ANY ONE OF THEM?

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is read by 6,000 merchants of the building industry. They sell \$700,000,000.00 of construction materials yearly. For their own use they buy—

CRANES CONVEYORS TRACTORS  
LOADERS MOTOR TRUCKS ELEVATORS  
UNLOADERS TRAILERS SCALES

ALMOST ANY BULK MATERIAL HANDLING EQUIPMENT

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Here's what clay plants spend yearly:

Machinery and Equipment	
Purchases	\$25,000,000
Coal	40,000,000
Gas	6,500,000
Oil	4,500,000
Electric Power	5,500,000
Clay	5,000,000
Kiln, Materials	20,000,000
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WHAT PART OF IT DO YOU GET?

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**Industrial Publications, Inc.**  
407 S. Dearborn Street CHICAGO

Members: A. B. C. and A. B. P.

## This Issue at a Glance

### ADVERTISING

The third article in the series on "Letters that Sell Advertising—and Why," is a discussion of methods for selling "The man who tried advertising once." A line of attack for this type of prospect is suggested, and a letter which was successful in overcoming the objections presented by the man who tried advertising once, is included. Page 899.

The American Products Company of Cincinnati brought about a big increase in sales, cut down turnover on the sales force, reduced overhead, and increased sales per man more than fifty per cent by changing their advertising. This concern formerly spent all their advertising appropriation for "Salesmen Wanted" advertising. Gradually they took a portion of this money and used it for general good-will building advertising, with the results summarized above. Page 903.

### DEALER HELPS

In answer to a constant stream of requests from readers who want to know "How can we cut down waste in dealer helps?" appears an article on page 893 describing the Bausch and Lomb plan for selling display material. This concern has developed a very successful plan for selling not only the display material but merchandise to go with it.

### GENERAL

A short piece of fiction on page 911 pictures that would probably happen to American business if the country adopted a branch banking system. It tells the story of a small manufacturer who had a good product and a waiting market but who was turned down flatly when he wanted to borrow \$30,000 from his branch bank.

Lynn Ellis, a New York advertising man, has a new book called "Check List Contracts for Advertising Service," which covers in some detail various types of contracts dealing with extra services from an agency. Roy W. Johnson reviews it on page 937.

### HANDLING SALESMEN

"It's easy to fire salesmen who hit the toboggan," says Roy W. Barnes, general sales manager, the Bankers Supply Company, "but it's much better to find out the cause of the slump and then help men back on their feet again." Mr. Barnes believes that in order to do this it is necessary for a sales executive to spend a great deal of time in the field. Some of his experiences in handling the salesman who has hit a slump are recounted in the leading article in this issue. Page 887.

### HIRING SALESMEN

Many companies have adopted the practice of hiring college men to work for them during the summer time as junior salesmen. How the Aluminum Cooking Utensil Company recruits its college forces is described on page 920. These men often develop into good material for the senior sales force after graduation.

### LEGAL MATTERS

"Delicate Points to be Observed When You Refuse to Sell Price-Cutters," is another article in the series on sales policies and the

anti-trust laws, by Gilbert H. Montague. This article discusses the points at issue in the famous Beechnut and Colgate cases. Page 914.

### MARKETS

The second of two articles by Eugene Whitmore on the farm market will be found on page 894. Mr. Whitmore recently visited more than one hundred Iowa and Kansas farmers in their homes to make a survey of sales opportunities in this important market. The story in this issue deals with his experiences in Iowa.

### SALES LITERATURE

"A Plan that Gives the Dealer the Help He Needs" is the leading article in the section on "Printed Things." Other articles in this section include: "Giving Color a New Appeal"; "Constructive Advertising Cooperation"; "Stuffers that Get Attention"; "Pictures Save Words," and "Quality that Bespeaks Quality." Page 921 and section following.

### SALES CAMPAIGNS

When the Glidden Varnish Company faced the problem of a quick and sure method for getting distribution on a new lacqueroid finish called "Lacq," they decided upon direct mail backed up with salesmen's efforts. By the time the national advertising got under way sufficient distribution had been attained so that inquiries created by the advertising were immediately turned into sales. About 11,000 accounts were opened on Lacq during the first seven months. Page 897.

### SALES POLICY

The Andrew B. Hendryx Company of New Haven, Connecticut, makers of bird cages, found their market limited until they started out to sell the advantages of birds. By creating a demand for singers in the home, they automatically developed a market for their own product. Page 907.

"How Hickok Belts Won a Place on the Style Band Wagon" tells how S. Rae Hickok built a business that sold 3,000,000 belts last year. The sales policies adapted by this company to lift its product out of the staple class into the gift and novelty class are described on page 897. An important section of the Hickok selling plan is their method of handling window display.

### SALESMANSHIP

More than good salesmanship is required to build up a territory such as R. C. Bushnell's; to a point where it yields a volume of business large enough to keep him out in front of a force of thirty salesmen month after month. An article on page 889 not only tells of this salesman's business achievements, but it also describes those qualities of the man himself which made such accomplishments possible.

### THE NEXT ISSUE

"Trosper's Tactics Sell \$5,000,000 a Year" is the title of an article which will appear in the December 11 issue of *Sales Management*. In this article D. G. Baird tells how Harold P. Trosper, vice president of the American Life Insurance Company of Detroit, has sold a million dollars worth or more, of life insurance every year for the past seven years.



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# Sales Management

Published Every-Other-Saturday for Those  
Marketing Through National Sales Organizations

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER ELEVEN

## Contents for November 27, 1926

IT'S EASY TO FIRE SALESMEN WHO HIT THE TOBOGGAN.....	887
<i>By Roy W. Barnes, General Sales Manager, The Bankers Supply Company</i>	
BUSHNELL SAYS A STAR SALESMAN MUST BEGIN WHERE OTHERS LEAVE OFF .....	889
<i>By John L. Scott</i>	
HOW HICKORY BELTS WON A PLACE ON THE STYLE BAND WAGON.....	891
<i>By D. G. Baird</i>	
WHY AND HOW WE SELL DEALER HELPS AND MERCHANDISE WITH THEM .....	893
<i>Carl F. Propson, Bausch and Lomb Optical Company, Rochester, N. Y.</i>	
FIRST HAND FACTS ABOUT THE FARM SITUATION.....	894
<i>The second of two articles by Eugene Whitmore</i>	
11,000 ACCOUNTS IN SEVEN MONTHS.....	897
LETTERS THAT SELL ADVERTISING AND WHY.....	899
<i>The third article of a series by Cameron McPherson</i>	
CHANGING OUR ADVERTISING REDUCED TURNOVER AND INCREASED SALES PER MAN FIFTY PER CENT.....	903
<i>By Albert Mills, President, The American Products Company, Cincinnati</i>	
WHEN A PRODUCT HAS NO SALES APPEAL OF ITS OWN.....	907
<i>By Maurice Coates</i>	
AND THEN HE WENT TO THE PAWNSHOP.....	911
<i>By Edwin E. Troxell</i>	
DELICATE POINTS TO BE OBSERVED WHEN YOU REFUSE TO SELL PRICE CUTTERS .....	914
<i>By Gilbert H. Montague</i>	
HOW ALUMINUM COOKING UTENSIL COMPANY RECRUITS COLLEGE MEN .....	920
A PLAN THAT GIVES THE DEALER THE HELP HE NEEDS.....	921
<i>The leading article in the section on "Printed Things"</i>	
GIVING COLOR A NEW APPEAL.....	922
CONSTRUCTIVE ADVERTISING COOPERATION.....	923
STUFFERS THAT GET ATTENTION.....	924
PICTURES SAVE WORDS.....	926
QUALITY THAT BESPEAKS QUALITY.....	928
FOSTERING BETTER UNDERSTANDING OF ADVERTISING AGENCY CONTRACTS .....	937
<i>A review by Roy W. Johnson of a new book by Lynn Ellis</i>	
A HAND AT THE THROAT OF INDEPENDENT BANKING.....	948
STRIKE HARD WITH YOUR ADVERTISING IN 1927.....	948
A FLY IN THE MERGER MILK BOTTLE.....	948

*Edited by John Cameron Aspley*

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## Campaign Territory

Washington, D. C.  
Population, 527,887.  
Population trading area,  
697,551.  
Area District of Columbia, 70 square miles.

The Washington Times' circulation net paid daily in September was 63,345. The Washington Herald was 56,617. The Big Sunday Washington Herald was 123,707.

Incomes in Washington, D. C., are not subject to business depression. More than \$5,000,000 will be taken out of Washington banks between December 1 and December 15 on Christmas Savings Accounts alone.

A half million with a five - million - dollar Christmas pocket-book is another indication of the manner in which Washington, D. C. people save and spend.

YOUR campaign in these Hearst newspapers in Washington, D. C., will reach 119,962 each day in the week, and 123,707 each Sunday.

**WASHINGTON TIMES**

**The Washington Herald**



Courtesy The Pullman Company.

JOSEPH B. BOND, who has been director of sales for the Alaska Refrigerator Company, of Muskegon, Michigan, for several years, was recently elected vice president, in which position he will continue the direction of sales.

The intention of GEORGE E. MARCH, chairman of the board of directors of the Armour Grain Company, to retire from active business was indicated recently when his membership in the Chicago Board of Trade was sold. Mr. March was president of the company for eighteen years.

The Sterling Motor Truck Company, of Milwaukee, Wisconsin, announces the appointment of A. J. GERLACH as advertising and sales promotion manager. Mr. Gerlach was formerly advertising manager for Kearney and Trecker, manufacturers of milling machines.

PHILIP O. DEITSCH, who for several years has been associated with the work of the Better Business Movement as manager of the trade relations department, has assumed his new duties as vice president and director of sales of the Johnson Motor Company, of South Bend, Indiana. Previous to his work in the Better Business movement, Mr. Deitsch was the head of the National Association of Tire Retailers and the National Motorists' Association. He plans an extensive campaign to increase sales of outboard motors.

A. L. McNAMARA has been appointed advertising manager of the Topics Publishing Company, to succeed V. J. ROGERS, who has been advanced to the position of sales manager. In his new capacity Mr. Rogers will have more time to devote to merchandising consultation with clients. Mr. McNamara was with the Hill Publishing Company, now the McGraw-Hill Company, for seventeen years. He was later with the Crosby-Chicago Advertising Agency, the Stevens-Davis Advertising Company, and more recently, the Robinson-Eschner Agency, of Erie, Pennsylvania.

PAUL F. BEICH, president of the Bloomington, Illinois, confectionery business which bears his name, has been made president of the Illinois Manufacturers' Association, it was announced recently.

J. N. WELTER, of Chicago, was elected chairman of the board, and A. D. GRAVES, of Buffalo, was named president, of Pratt

and Lambert, Inc., manufacturers of varnish, enamel and lacquer, at a recent meeting of the board of directors. Other officers are H. E. WEBSTER, senior vice president; J. P. GOWING, vice president; W. P. WERHEIM, treasurer, and R. W. LINDSAY, assistant treasurer. Since the death of W. H. ANDREWS in 1923, the office of chairman of the board had been vacant, and the recent death of the company's president, J. H. McNULTY, caused another vacancy, making necessary at this time a realignment of officials.

ANDREW L. CARMICAL, director of advertising promotion for the Chicago American, will also direct promotional work in behalf of the Detroit Times, Milwaukee Wisconsin News, Rochester Journal and Boston American and Advertiser, it is announced by RODNEY E. BOONE, general manager of national advertising for these papers.

The appointment of VINCENT D. ELY as western advertising manager of True Story has been announced by the MacFadden Publications, Inc.

C. A. JONES, who has been sales manager of the Seiberling Rubber Company in Akron, Ohio, territory for some time, was recently appointed assistant sales manager of the company.

A. G. PARTRIDGE, formerly vice president and sales manager of the Firestone Tire and Rubber Company, of Akron, Ohio, has joined the sales organization of the Good-year Tire and Rubber Company, Inc., also of Akron.

J. W. NORWOOD has been elected president of the American Spinning Company, of Greenville, South Carolina, at a recent meeting of the board of directors. Other officers are W. B. BOYD, secretary and assistant treasurer, and D. B. LITTLE, vice president and treasurer.

WILLIAM J. WATSON has been appointed sales manager of the A. Harvey's Sons' Manufacturing Company, Detroit, Michigan, after serving as director of the purchasing department for twelve years.

GEORGE B. BALDWIN was recently appointed vice president in charge of sales of the Stockham Pipe and Fittings Company, of Birmingham, Alabama. He was manager of the Chicago branch of the Walworth Company for seventeen years.

# Sales Management

A Dartnell  Publication

Volume Eleven

Chicago, November 27, 1926

Number Eleven

## It's Easy to Fire Salesmen Who Hit the Toboggan

But It Is Cheaper and Better to Find What's Wrong and Help Them Back on Their Feet and Up to Real Production

By R. A. Barnes

General Sales Manager, The Bankers Supply Company, Rochester, New York

IT IS inevitable that in any large sales organization some promising young fellows fail to develop as they are expected to and that some seasoned men falter unaccountably at times. Just what the trouble is, we don't always know, and perhaps they themselves don't know. It may be any one or several of innumerable causes. They are figuratively sick and it is the sales manager's task to diagnose the case and prescribe the remedy. If they fail, he fails, because had he been capable and conscientious, he probably could have saved them.

Nor can a sales executive often diagnose a case by sitting at his desk and analyzing the progress of the trouble as it presents itself from sales records. He cannot treat it by injecting large doses of bromides or pep or vitriol into his letters. There is no panacea for such ills, and they do not yield readily to absent treatment. Each case must be studied individually; the seat of the trouble must be discovered, and the causes must be removed.

Such cases require personal attention and that is why I believe a sales manager can most advantage-

ously spend a great deal of time in the field with his men. Of course one who is in charge of a national organization can hardly be expected to rush all the way across the continent to find out what is the trouble with a single salesman, but one in such a position will often find that he has several men in a given part of the country who are in need of bracing up, and it may prove helpful to give others a little tonic along the way.

For my part, I make a practice of visiting all our salesmen a couple of times a year, calling on each one in his territory or holding small group meetings at pivotal points throughout the

country, and it has been my experience that nothing can take the place of such personal contact with the men on the job.

Before starting on such a trip, I always fortify myself with complete details of the performance of each salesman I expect to meet.



Roy A. Barnes, General Sales Manager, The Bankers Supply Company.

Then when I go into conference with a salesman, there is no guessing or surmising or generalizing as to what he is doing in the territory. I know how many prospects he has, how many calls he makes, how many customers he sells, and what he sells them.

These records are compiled from the salesman's own reports and if they are erroneous, as salesmen sometimes claim, the fault is clearly their own. I carry a summary for each salesman I expect to meet, covering all these points: His territory, when he started to work for us, a comparison of his sales by weeks and months during the current year as compared with the corresponding periods of the preceding year, the number of banks in his territory, the number of calls he has made, the number of these which were effective and the number which were non-effective, the number of banks he has not reported as called on, an analysis of the number of calls he has made on different numbers of banks, the number of banks for which he has requested a free advertising service which we provide, the number of banks in his territory using our products and the various items they use, and what the salesman sells the bank in both large and small quantities.

#### **Holds Group Conferences**

I hold conferences with small groups and undertake to do some constructive work in this way, but it is in the individual conference, the heart to heart talk, that one must endeavor to learn the real reason for a given salesman's lack of progress.

It is difficult, to say the least, to classify such cases and prescribe the remedy for each. Perhaps if I just recite a few examples of typical cases, that will suffice. In doing so, however, I would like to emphasize the fact that the calibre of our field personnel is the finest to be found in any sales organization and that these isolated examples are typical only of the individual problems which are likely to arise in the best of organizations.

There are always salesmen who are positive that their territory is completely "worked out" and who,

consequently, are inclined to loaf and excuse their poor showing on this ground. This is about the easiest of all personal troubles to diagnose and treat. Oftener than not, the salesman will volunteer the information himself, but whether he does or not, I am loaded for him. He admits he is not doing well; he knows it; and he thinks he knows the cause. His territory is simply worked out.

When a salesman springs this one on me, or I discover his conviction myself, I tell him that's fine; we are mighty glad to know he has worked up his territory to such good shape it can take care of itself thereafter and that he is to be available for duty elsewhere. We'll be very glad to give him a new territory, of course, where he'll have greater opportunity to exert himself.

#### **First Hand Facts**

Then I produce my analysis of his record and cite a few facts. Perhaps there are 25 banks in his territory on which he hasn't reported a call for six months; there are 40 others on which he has called only once; 50 others but twice; he has requested our free service for only 32 of the 250 banks in his territory; only 125 of them use our checks and drafts; 30 use our stationery; 17 use our bank forms; 65 use our leather goods items. He sells quite a lot of checks, drafts and some leather goods, but very little stationery and bank forms.

Apparently there is some work to be done in that territory yet. I have the facts and the only way he can evade them is to suggest that they are incorrect, whereupon I tell him if they are incorrect, his reports have been incorrect, for my facts were compiled from his own reports.

The chances are I'll then pitch in and tell him in direct and explicit terms what a lazy chap he is and that he had better get out and go to work. That's one of the best features of these personal contacts; you can say almost anything to a man personally, if you say it in the right spirit. Say half as much in a letter and you burn him up; you make him resentful, or worse,

break his morale completely. I may "bawl him out" until he's about ready to cry—or fight—but I always leave him with some kind words of cheer and encouragement. This relieves the sting of the truth I've been telling him and convinces him that, after all, the harsh things I've said were for his own good and I'm his good friend. I follow the same principle when I find it necessary to say harsh things in a letter, and I consider this little touch of friendliness one of the most important things a sales manager can emphasize. One can advantageously soften the severity of harsh criticism by a friendly little postscript in long hand.

It's the salesman who fails to make good or who is slipping for no apparent reason, though, who presents the real problem.

One man we were sure had real selling ability just ambled along and never seemed to be able to get anywhere. He covered his territory and cooperated with us in every way, but he couldn't land the orders. We worked with him for a year, trying to diagnose his case and hoping he would find himself, but he failed to make good. Then I determined to find that man's trouble and remove it or die in the attempt.

#### **Finding the Difficulty**

I had a talk with him, but instead of talking about his work, I encouraged him to talk about everything else, my purpose being to get at his interests in other things. After a time, he began to tell me of some of the prominent people he had known years before in New York; a number of actresses and others who were in the limelight at that time. Then when I went out in the territory and investigated a bit, I found that was his favorite topic of conversation with his trade; he was continually regaling his customers with stories about these prominent people he had known, instead of booking their orders. He was a good fellow, and they had got to where they just tolerated him, but he couldn't sell them.

He was a total loss in that territory, of course, but I put him on

(Continued on page 942)

*Bushnell Says—*

# A Star Salesman Must Begin Where Others Leave Off

*By John L. Scott*

THERE is a large chart hanging on one wall of the salesmen's room in the Chicago branch office of the Remington Typewriter Company. This chart is divided into twelve sections, upon which are posted the comparative monthly standings of the fifty-one men making up the sales force.

Salesmen are classified according to their average daily production over a month's time; those having a daily average of 200 points or more being given the rank of "grenadier." Following the "grenadiers" come the "privates," "rookies," "infants," and, finally, the "goose egg squad," composed of those men who have no sales to report. The names of the "grenadiers" on these monthly standings are in green, the "privates" in red and the others in white.

## Same Name Heads Each List

Any outsider walking into the Remington office and noticing this chart would be struck at once with the scarcity of names posted in green. Some months there are as many as three "grenadiers"; some months there are only two and, in most instances, only one. The visitor would also note that every month the same name has headed the list and in every case it is entered in green. The man responsible for the placing of that one name at the top of the board month after month is Ralph C. Bushnell, the Remington salesman who has the distinction of being

the only man in the force who not once in the past four years has fallen below the rank of "grenadier."

"What sort of a man is this Bushnell, anyway?" would be the natural question for the visitor to ask, as he could not help being impressed by such visible proof of the regularity with which this one man heads a force of over fifty salesmen. It is apparent on the face of such accomplishments that he must be an outstanding capable salesman, but it seems doubtful whether salesmanship alone would have achieved such remarkable results. "What does he have that other salesmen do not have?" the visitor would want to know, after looking at the chart again. The best answer to his question can be supplied by Merritt E. Roberts, manager of the Chicago branch.

"When I took charge of this office four years ago," declares Mr. Roberts, "it was apparent that the entire organization would have to be re-built from the ground up. I am frank to state that in this re-organization I built it around Bushnell. He had been selling Remington machines for nineteen years at the time, and had been working the same territory for ten years. His past records showed him standing at the top of the sales force more frequently than anyone else, but I was just as much interested in his outside interests as I was in his sales ability.



Ralph C. Bushnell, the Remington salesman to whom the Dartnell Award for Salesmanship has been presented.

"It has always been my belief, proved many times in work with salesmen, that a man who is a good citizen, who is prominent in the life of his community, can be depended upon to do conspicuous work. If he owns his home, a car and some of the luxuries, if he takes a keen interest in lodge and church work, if he enjoys sports and keeps himself in good physical condition, if he has a family, then I have no doubt that his business interests will be taken care of just as successfully.

"With Mr. Bushnell combining these qualities in the highest degree, I knew he would be a good man for the other salesmen to pattern themselves after, so he was the very first selected among the few men I kept over from the old organization. He gives over an evening or two a week to sales schools for the training of junior salesmen, and he frequently takes one of them along with him in his territory under the guise of a delivery man, so that he can listen

to his sales presentation without intruding."

There was a time, from ten to thirty years ago, when typewriter salesmen didn't have to work very hard to make sales. The machine was just coming into popular use and a salesman's life was one of ease if he chose to make it so. As competition grew keener, however, the easy-going men passed out of the picture, and only those who adapted themselves to new conditions could sell typewriters. Mr. Bushnell has sold machines under every condition, and whether they were hard or easy to sell, his sales volume has increased steadily year after year until now he is thousands of points ahead of his nearest rival in the Chicago office, and in a recent three-months' contest, he took fifth place among the national sales organization.

### The Curious Prospect

Less than twenty years ago there was still a great deal of pioneering work left to the lot of typewriter salesmen. The owner of a general store in a small Illinois town, a few hours' ride out of Chicago, chanced upon a circular issued by the Remington Typewriter Company one day, and curious to know what it was all about, he filled in his name and returned it to the company's offices.

His name and address were forwarded to the Chicago office, and upon their receipt Mr. Bushnell, then beginning his career as a typewriter salesman, was delegated to pack up a machine, board a train and go out to visit this storekeeper.

"Do you mean to tell me that you brought that thing clear out here just because I sent you a circular?" he demanded when Mr. Bushnell carried the machine into his store and told him who he was. Being assured that such indeed was the case, he continued, "Why, I don't want one of those things; wouldn't have it around. I just wanted to know what it was and what you use it for."

At first he refused even so much as to look at the typewriter, requesting the salesman to leave him a picture of one and take the next

train back to Chicago, but Mr. Bushnell determined that since he was there he might just as well try to make a sale. At the first opportunity he took the machine out of its case and set it on the counter, to the amusement of the merchant, who, however, became interested at once. "How does it run?" he wanted to know.

Mr. Bushnell thereupon put a piece of paper on the roller and began typing, explaining as he went along that a typewriter was useful for writing letters, for making out orders and bills, and for sundry other purposes. Without casting reflections on the storekeeper's handwriting, he explained there had probably been times when shipments had been wrong through mistakes in reading letters and figures. A typewriter would make such errors impossible. Finally the storekeeper understood everything except what made the carrier move every time he punched a key, so the salesman took the machine apart, showed him how the springs recoiled and went into the more mechanical details.

When he got on the train that evening to return to the city, his traveling equipment was lighter than in the morning to the extent of one typewriter and case, which he had left with the storekeeper in exchange for the full cash payment.

### Demonstrating 20 Years Ago

"Now, with typewriters in use everywhere, it seems incredible that such an incident as that could have taken place right outside Chicago not more than twenty years ago," observes Mr. Bushnell, "but as a matter of fact, even until ten years ago there were many opportunities for making sales to thriving businesses which had never before used typewriters. It was frequently possible in those days to create business by influencing companies to replace handwriting with typewriting.

"At the present time, however, typewriters have become so prevalent that there is practically no room for the development of new users except among concerns

which are just starting in business. In my opinion typewriters have almost passed out of the classification of specialties; they must now be considered as a staple product, to be sold as such.

"A typewriter is just as much a necessity in the office of any company which has correspondence as a desk or telephone. It is as staple an item for an office as sugar is for a grocery store or nails for a hardware store."

Still, in Mr. Bushnell's opinion, there is distinctly a creative aspect to selling typewriters in a great many instances. His company makes a complete line of machines from portable typewriters to billing machines. He has found three opportunities, then, for developing new business even among concerns which have been using typewriters for many years.

### Creative Selling

These three major classes of creative sales are: finding new uses for standard typewriters in offices which believe they are already well supplied; selling portable machines to executives for use at home or as gifts to their families and friends, and, since the introduction of the new Remington Noiseless machine, replacing standard machines with the more expensive noiseless models.

Mr. Bushnell's territory extends from Clark Street to the Chicago River, and from Monroe Street to Van Buren, in Chicago. Under his supervision comes most of the financial and insurance district of Chicago, as well as a part of the wholesale district, so that the greatest share of his business is from bond houses, insurance companies and brokerage offices.

Having worked among these few classes of customers for so many years, he has come to have a better understanding of their office routine, perhaps, than most office managers. When he makes an installation in one office, it frequently is possible for him to find some operation being taken care of by long-hand which could be better and more cheaply done by typewriter.

(Continued on page 947)



# How Hickok Belts *Won a Place on the* Style Band Wagon

By D. G. Baird

ONCE upon a time, as all good fairy stories begin (and this is very much like a fairy story, although every word of it is fact, and present-day fact, at that), there was a slender lad attending the University of Rochester who had a knack of making watch fobs, pierced initials, and monograms of various kinds, which he did for many of his fellow students.

In the course of time, this lad finished school and went out to make his way in the world. There was something fascinating about those

little novelties he had so enjoyed making while in school, however, and instead of choosing a profession or starting in at the bottom to work up to the presidency of some big corporation, as was customary with young college men, this lad soon found

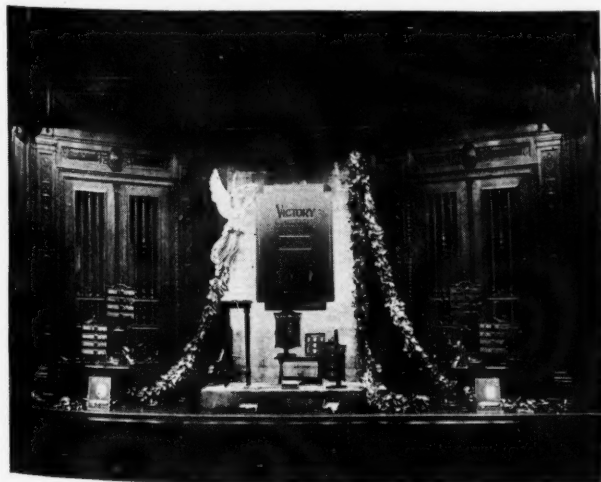
himself proprietor of a little shop, about ten feet square, where he engaged in the manufacture (on what to him probably seemed a big scale) of pierced initials and monograms for ladies' handbags and for luggage.

The product at first was sold to local merchants, the young manufacturer himself being the one and only salesman. Then a catalog was published and a substantial mail-order business was gradually built up.

It was in 1910 that the young manufacturer branched out and began making a few belt buckles. The belts themselves he bought. Pierced monogram buckles became very popular as Christmas gifts and the business grew apace.

Then an associate invented a buckle with a new type of clasp;

S. Rae Hickok, President, The Hickok Belt Company.



one that was quickly adjusted, one that held.

As the popularity of initial buckles increased, other lines were dropped and the problem became how to make belts and buckles so attractive in appearance that men would discard the old straps and harness buckles they were accustomed to use as belts and buy "Hickok's" instead.

There you have a brief sketch of the early business experience of S. Rae Hickok, whose name today is almost a synonym for the word "belt." Lowell W. Shields, who is now vice-president of the company, was associated with Mr. Hickok from the first and it was he who invented the buckle with a new type of clasp. Mr. Shields was also the designer for many years and still supervises this highly important department, in addition to being in charge of advertising.

#### The Rising Sales Curve

It was not until about ten years ago that these young manufacturers felt assured that they had developed a product that supplied a definite need. Mr. Hickok still insists that his company did not create the demand for belts and buckles. Men had long desired something to replace the clumsy, uncomfortable "gallus" he maintains, and all he and his associates did was to develop a product of suitable convenience, quality, and attractiveness to supply this need.

Evidently the need for such a product was very great, for this young company—it was not incorporated until 1917—sold over 3,000,000 belts and buckles last year, and the sales curve, which, incidentally, is said never to have sagged, is still pointing resolutely upward. The day before this interview was the biggest day in the company's history—and that record has probably been exceeded ere this.

The large factory in Rochester, with its 600 employees, is now devoted entirely to the manufacture of belts,

buckles, and "Beltograms," while the company also operates a Canadian branch in Toronto and maintains sales offices in New York, Chicago, and Los Angeles. It also controls the tanneries in which the leather for Hickok belts is prepared. There are now approximately 150 styles of Hickok belts and 200 styles of Hickok buckles.

We Americans must have a reason for everything, so Mr. Hickok was asked the reason for such amazing growth as his company has experienced during the past few years.

"We developed a satisfactory product to meet a definite need," was his ready reply. "We did not create the basic demand for belts and buckles; the demand had long existed and it was up to someone to supply it. This we did, and stimulated and developed it to its present proportion.

"You readily recall the time when even well-dressed men in other respects wore just any kind of an old strap for a belt. A rusty leather strap, with a rough harness buckle was the usual substitute. Many men wore suspenders and did not use a belt at all, of course, due merely to the fact that suspenders were more desirable than the kind of belts in use, and nothing better had been offered them. When we brought out a superior product, people were quick to accept it, and so we are credited with having made a quick success."

Mr. Hickok places special emphasis on the pains he and his associates took—and still take—to

develop a product that would fully satisfy the demand for belts and buckles that would harmonize with the other apparel of the wearers in the matters of convenience, quality, appearance, and style.

"We used to make ten to twenty designs for every one we selected to manufacture," he said. "We wanted to be very sure we were right before we went ahead. We still do that, as a matter of fact. When we present a new belt or buckle, it has been chosen from many designs that were given consideration.

#### Every Article Stamped

"From the first, we emphasized quality and told our customers just what they were buying when they bought a Hickok belt or buckle." Mr. Hickok produced a sample case and proceeded to point out the fact that every part of every article was stamped with its true name. "If the belt is cowhide, pin seal, alligator, calf skin, or whatever it is, the name of the leather is stamped right into it. If it is full grain, hand-stitched, or has other important features, these, too, are stamped in the leather. The kind of buckle is also stamped on it, such as 'Sterling,' 'silver plated,' and '14k gold plated.' Even this little clasp is stamped 'bronze.' It isn't practical to make the clasps of silver or gold, because they are too soft, so we make it of bronze and stamp the name of the metal on it.

"This precludes the possibility of an inexperienced clerk's misrepresenting our goods to a customer and places the full responsibility for the quality of the article wholly on us. We say this belt is a certain kind of leather and this buckle is a certain kind of metal, and we back up our assertions by stamping the names right on the goods, where no one can equivocate or deny what we have said.

"When we had definitely established the convenience and

(Continued on page 957)

**M**EN'S belts have been a staple article of apparel for many years. Once they were little more than harness buckles and a strip of leather. Then they had no style; they were just ordinary staples, sold when called for. This is a story of a man who had the vision to realize that the proper sales and advertising methods could change the entire industry and lift belts out of the staple class into a specialty and gift classification that would bring the belt industry into a new era.

There are many other similar opportunities in other industries where the potential sales possibilities are unrealized. Every sales manager who thinks his product can't be advertised, or who says his product has no sales appeal, should read this article carefully.



Bausch & Lomb charged \$15 for this window display. In the set are included nine frames. Three thousand sets were sold, bringing in a total of \$45,000. But even more important is the fact that every dealer who paid \$15 for the display is sure to see that it gets a good showing in his windows.

## Why and How

# We Sell Dealer Helps —and Merchandise With Them

By Carl F. Propson

Bausch and Lomb Optical Company, Rochester, New York

UNTIL about four years ago, we distributed all dealer helps free, shipping them direct to retailers on request, and in some cases making quantity distributions of material without being asked for them. For many years the company had provided a large variety of helps of one kind or another, many of which were quite expensive, and abuses of the service had become flagrant. There can be no question about it: when a retailer in a little manufacturing center of 50,000 population orders 25,000 each of seven different kinds of dealer helps in one month, as one of our retailers did, he is finding dealer helps entirely too helpful!

HERE is a story we went out to get in answer to the constant stream of requests from readers who write and ask "How can we cut down waste in handling dealer helps?"

The success of Bausch and Lomb in making a modest charge for all printed and lithographed advertising matter which is sent to dealers may hold a suggestion for every other firm who uses display material. Moreover, the idea of selling merchandise to go with the display material is a good one which can be adapted to a hundred different lines of business.

One display alone sold 27,000 frames before the displays went in the merchant's windows.

This was one of the most amazing examples, but there were others. Suffice to say that those in charge of the distribution of dealer helps had become so familiar with the condition that they had resorted to the expedient of arbitrarily cutting retailers' orders

to the quantity they thought each could actually use. It was not at all unusual for them to cut an order for 5,000 pieces to 150 or so. The trouble was that we did not know who would use the folders or how many they actually needed. Of course, after this practice of slashing dealers' orders had become established, the retailers began to increase what they asked for in the hope of increasing what they got, thus leading to a nicely functioning example of the well known vicious circle.

To make a modest charge for dealer helps seemed necessary in order to stop this possibility of

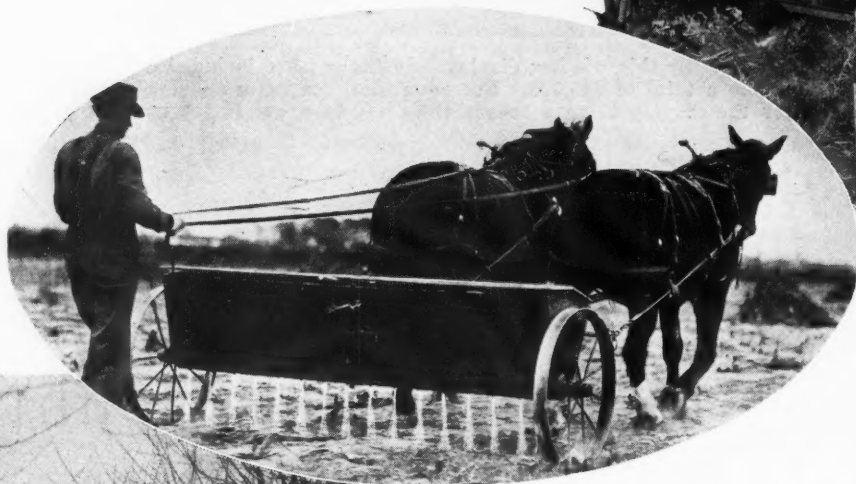
(Continued on page 949)

# First Hand Facts About the Farm Situation

The Second Report of the Dartnell Investigator Who Has Just Returned From Visiting Nearly a Hundred Iowa and Kansas Farmers in Their Homes

By Eugene Whitmore

Fertilizer and limestone build up the soil, and both these operations create markets for new farm tools and machinery.



Photos Courtesy Meredith Publications.

A FEW miles off one of the main traveled highways in Polk County, Iowa, lives Farmer Witmer. Although well along in middle age, he is living in the home where he was born. His aged mother and father live with him. Their parents built the home before the Civil War.

This past summer Mr. Witmer, urged by his wife, built a pergola around the front porch. He got the plans out of a magazine. In

company with Kirk Fox of the editorial staff of "Successful Farming," I called on Farmer Witmer. He knows what is going on in the world. On the reading table in the sitting room were half a dozen copies of

farm magazines and one or two general magazines. All showed evidence that the family had taken turns in reading the magazines. As we talked the steady hum of a Delco lighting system kept reminding me that this farmer had a well lighted home, that his barn was wired and lighted. Talk of radio programs proved that the late model Crosley radio set was well used, although it has failed to replace the piano in this home.

"Are the farmers buying more this year than last?" I asked Mr. Witmer.

"Can't say that they are," he replied.

"But, dear, tell him why they are not," suggested Mrs. Witmer. And with characteristic feminine good humor she gave him no time to explain, but pitched in and told us that the road paving taxes had been so high this year that the farmers' spare cash was all taken up in paying for pavement.

Despite Mrs. Witmer's statement, the Witmer place of 199 acres gave every evidence that its owners have money to buy what they want. The home was scrupulously neat and well furnished. Nothing seemed old, although seventy-five years have passed over the home (it would be a shame to call such a place a house). The buildings on this farm have been well kept, repaired and painted from time to time.

At last machinery is offering a solution to one of the most laborious and expensive of farm operations — picking corn.





Whether or not the above farmstead is a typical Iowa scene depends on your point of view, but the fact remains that there are thousands of farmers whose homes are as well equipped and maintained as this one. Note the two-car garage.



We went out to the barn where Mr. Witmer showed us a modern dairy barn, equipped with a De Laval milking machine. He had stored a beautiful crop of alfalfa, and still had corn left from the 1925 crop—more than enough to run him until the 1926 crop is picked.

There were two gasoline engines, a two-year-old automobile, and two old wrecks of cars which had seen their last run; a tractor, a power wood saw, two mowing machines, a fanning mill, and the usual equipment of wagons, manure spreaders, plows, cultivators, etc.

We walked across the pasture to see his herd of forty-one cows, twenty-one of which were producing milk at the time. He raises corn, alfalfa and oats, has a well kept apple orchard, and a garden which keeps the family supplied with vegetables.

Farmer Witmer has money to buy what he needs plus a nice surplus for some of the luxuries of life. He would be good for a refrigeration system, modern plumbing fixtures and almost anything in reason that would add to his comfort or to the efficient operation of his farm. There are thousands like him waiting to be sold.

When we left the Witmer place we drove over to see C. A. Carlson, who owns seventy-four acres and a ten-room home nearby. Mr. Carlson built his home in the summer of 1925, and equipped it for comfort. Electricity from a high power line nearby lights his home, runs the washing machine and makes night work in the barn an agreeable chore instead of a gruelling task, as it was when he had to depend on a lantern.

Mr. Carlson's home has a modern bathroom and running water in the kitchen supplied by a Duro water system. His house was given a coat of oil and one coat of white paint when built. He expects to apply the third coat of paint soon.

"The next thing I am going to do is to tear down that old poultry house and build a new one. I would fix up the old one, but I want to put in a concrete foundation. When you haven't got a good foundation, there isn't much use building anything good over it," explained Mr. Carlson when we asked what further improvements he expected to make in the near future.

"The trouble with farmers is that they have to go to work and raise a crop and ask somebody what he will give

**When the price of corn goes down, the farmer who has milk cows, hogs and cattle makes more profit.**

them for it. There is something wrong somewhere," he complained.

"But you must have done pretty well to build this nice home," I replied. "You must have made some money somehow."

"Oh, I've been a-saving that money for years," he said. Mr. Carlson is another good prospect. He builds for permanence and wants the best. He can be sold. Indeed, if more sales organizations worked the farm field as the lightning rod salesmen work it, there would be less complaint on the part of sales managers who claim that the farmer is a difficult prospect. Farmer Carlson told me the lightning rod agents pestered him to death until he finally placed the contract to rod his house.

I had read a lot about Iowa farmers. After listening to the cheerful determination of the Kansas farmers for several days, I was prepared to find Iowa farmers in a sullen humor. Like many others I had accepted the newspaper stories as gospel. Perhaps, too, some of our best known vote catchers from the Hawkeye state had influenced me. I can't say that I found Iowa farmers in the same



boosting humor that we expect from Florida or California realtors and club secretaries, but neither can I say that Iowa farmers are very badly worried. Generally speaking, they are cheerful, although, of course, here and there I found one who is convinced that Mr. Coolidge has sold out to the big business interests and has turned his back on the farmers. None of them has a very clear idea of what Mr. Coolidge could do for him but, nevertheless, there are some who think he ought to do something.

We met one such person about ten miles south of Indianola, Iowa. I was with L. S. Goode, of the Meredith publications. We had talked to so many good humored farmers that I jokingly accused Goode of "salting the mine" on me, and wondered if he were not taking me to farmers he knew to be prosperous and cheerful.

#### "There's a Reason"

"All right, from now on we stop wherever you say," laughed Goode. The next place looked rather seedy. We stopped and chatted a few minutes with a rusty-looking individual who sauntered out to meet us. His hogs were not pure bred stock, the chickens were nondescript and the fences and barns seemed bedraggled, as fences and barns will seem without paint and constant attention.

This farmer was sour. Prices were low, and store prices were high. Things had come to a pretty pass. "Tain't no use in trying to raise cows because the cream buyers cheat me, and what is the use of spraying apple trees when half the apples rot on the ground?"

As we left this place Goode said, "You've just seen two good reasons why that farmer is down on the world," and why his place isn't kept up."

"What are those reasons?" I asked Goode. He laughed.

"Why, those two

hound dogs. You notice they are well kept—that is, as well kept as a hound ever looks. And they are good hounds. The best in this neighborhood, I venture. That farmer is more interested in those hounds and hunting than he is in making a success of his farm."

And I remembered that years ago my father could always find a farmer who had good hounds. He told me he went to the sorriest looking farm in any neighborhood and there he would always find the best coon, possum or deer hounds in the vicinity. That was in Texas. But human nature in Texas and Iowa is pretty much the same, I guess. Farmers have a perfect right to hunt and care for their hounds, but sometimes I wonder if a lot of sales managers don't listen to the farmer who owns good hounds, and base their sales quotas and drives on his pessimism instead of the hard-working philosophy of the Witmers and Carlsons, whose places I described at the beginning of this article.

We stopped at the newspaper office at Indianola to see if any farm sales were being held that day near town. I wanted to see what the farmers were selling to each other. No sales were being held that day, but I picked up the record of one sale, held that week (mid-October) in the vicinity.

**S**OMEONE has said that farmers are mud- and snow-bound for five months in winter time. Nothing could be further from the truth. The rural mail carriers seldom, if ever, miss a day, and they must haul the mails through all sorts of weather.

The majority of farmers live on or within a mile or so of hard-surfaced, gravelled or paved roads. In great areas of the South roads are sandy, so that rain (unless it is a cloudburst) doesn't hurt the roads.

Business from the farms in the Middle West seems to await those who are willing to go after it. Word comes from the Delco Light representative in Iowa that October sales from the Des Moines office were 190 per cent above quota, that sales from the Sioux City office were 215 per cent above quota, and sales from the Davenport office, 190 per cent above quota. The Maytag Company reports that sales of washing machines are considerably above quota, and that new records are being hung up almost daily in the Iowa division.

"Terms spot cash. No stock delivered until paid for," said the sale advertisement which had appeared in a recent issue of the "Indianola Herald." Records from the sale show that thirty-four boars and gilts were sold at an average of \$48 each, bringing in a total of \$1,632 for the day's sale. The paper said, "While no fancy prices were paid, Mr. Crawford was very well satisfied."

#### The Real Farm Market

The newspaper office was full of announcements of similar sales.

In an article of this kind it is impossible to tell of our visits to many farmers. I have tried to pick typical farmers—not the most successful men of their community. Nor did we visit those farmers whose places showed every evidence of neglect and carelessness. I am frank to say there were few of these farmers in the territory we covered, and we drove along miles and miles of side roads, off the paved and graveled highways.

The point I want to get over is that all too often the articles written about farmers take either one or two extremes. Writers seem to have an inborn desire to present the sensational. We sought the middle path—the great majority of farmer homes which make up the market for manufactured goods.

We steered shy of the city farmer, the farms which are nothing more than playgrounds for wealthy men who have a yearning for land ownership and who farm as a pastime, with hired help and every modern facility.

Before we left Indianola we inspected some of the stores. Here is a typical little country town in Iowa. There was a bank failure this year which dampened business ardor. But the stores were well stocked. A druggist—the Rexal druggist, to be exact—had just completed a

(Continued on page 945)

# 11,000 Accounts in Seven Months

## How the Glidden Company Used a Direct Mail Campaign to Introduce Their New Product "Lacq"

WHEN the Glidden Companies were ready to market a new product called "Lacq," a household lacqueroid, a well planned direct mail campaign to back up the national advertising proved the solution of the problem of getting quick distribution, which confronts every organization when a new product is being marketed.

It is always a problem to get distribution which will give the consumer who is influenced by the advertising, an opportunity to buy the product. But without advertising, it is difficult to obtain distribution. This problem for the inexperienced company may seem as difficult of solution as the old time question as to what happens when an irresistible force strikes an immovable object! It is easy enough to say, "We can't get distribution before we advertise, and there is no need to advertise unless we have distribution."

### Planning a Mail Campaign

But the Glidden management found a way to get quick distribution through a carefully, though hurriedly, planned advertising campaign sent direct to the retail trade. The company wanted to be the first to announce this new type of finish. For this reason the mail campaign got under way before the national advertising started in the magazines.

The direct mail campaign was planned to obtain orders—small orders, it is true, but the idea was to gain a wide distribution as quickly as possible so that every dealer would be in a position to supply the demand created by the national advertising.

The first letter which went out to 7,000 dealers produced 200 stock

orders and 500 inquiries. At the end of seven months 11,000 stock orders had been sold to dealers in the United States. Of these more than 5,000 were new dealers who were not handling Glidden products at the time.

Wonderful Story of Lacq." The book was not completed when the letters went out but was ready when the inquiries began coming in.

This first letter was an introduction of the product and the company's reputation with its dealers



When the Glidden men started out to sell Lacq, they not only had a volume of inquiries, but they had a portfolio showing the complete advertising and sales promotion plan. As a result of this careful dovetailing of direct mail, national advertising and dealer helps, more than a million dollars worth of a new product was sold in six months.

The first mailing consisted of a multigraphed letter and a four-page folder. The inside page of the folder carried a reproduction of the first advertisement to appear in national magazines on Lacq. The first advertisement was scheduled for the July 4 issue of a national weekly. On the back page of the folder there was an order blank making it easy for the dealer to order any quantity. This letter brought 200 orders and 500 inquiries for the book, "The

was depended on to bring orders and inquiries. It contained a very short description of the product, and ended with this paragraph:

"If you have faith in our ability to give you a worth while product and a money making proposition, show it now. Place your order today. Don't wait. While your competitors are trying to sell paints, you will be selling Lacq. Use the order blank on the enclosed folder. Mail it at once."

The next piece was a "circus" broadside telling in greater detail the story of Lacq, reproducing in colors one of the double-page

spreads which appeared in national magazines, and illustrating the various uses of Lacq. A return post card, which the dealer could use in ordering a supply of the product or in requesting a copy of the booklet, "The Wonderful Story of Lacq," was enclosed.

This broadside went to more than 65,000 prospects and brought back more than 2,000 return cards. Each return card was promptly answered with the booklet and the inquiry dispatched to the nearest salesman so that the dealer's interest could be turned into an order.

The third mailing went out August 3 and carried the news of the consumer replies from the first advertising. More than 5,000 replies were received from the first advertisement. This mailing continued to seek replies asking for the booklet.

When 7,000 replies were received, the mailings to dealers were temporarily discontinued to give the salesmen time to catch up.

The first few pages of the booklet are devoted to the story of the product itself, telling what it is and what it will do. Then the sales and advertising plan is outlined. The customer display panels to show colors were offered to the dealers. A special window display designed to tell the public at a glance all about Lacq was

also described in detail in the book, together with a special demonstrating panel which is furnished to show the quick drying properties of the product.

Every dealer who stocked the product was given the support of a special mailing campaign direct to his own customers. Four mailing pieces were offered, and the dealer was permitted to select any two of them. These two pieces would be imprinted with the dealer's name and sent to a list of his customers which he would furnish.

Dealers were also furnished electrotypes for local newspaper advertising which was run in order to tie up with the national advertising of the company. Consumer inquiries were answered with a booklet entitled, "A Garden of Color in Your Home."

Here was a campaign where time was the deciding factor. In reality three campaigns were prepared and started simultaneously: First, the campaign to the dealers, second, the campaign to the consumers through the national magazines, and third, the campaign to the consumers by direct mail.

Six months after the campaign had started sales totaled more than a million dollars on Lacq, which after all, is but one of many products in the varied Glidden line.

## Lafayette Young, Editor, is Dead

After an active career in publishing his Des Moines "Capital" and in politics, and a short term as United States Senator from Iowa, Lafayette Young died recently at his home in Des Moines.

He was 78 years old at the time of his death and had been actively engaged in newspaper work since 1863 when he went to work as an apprentice printer. He established the Des Moines "Capital" in 1890 and built it up to the point where it was one of the most influential newspapers in the middle west.

Known far and wide for his direct manner, rugged honesty of purpose and his countless activities in politics "Lafe" Young, as he was affectionately called, wielded a power envied by many, feared by others and admired by good citizens everywhere.

Born in Iowa he spent the many years of his crowded life working for the welfare of that state. He had the honor of nominating Theodore Roosevelt for vice-president.

"He had more sense than the whole collection of Iowa wailers and weepers now on exhibition," said the New York "Times" in an editorial published a day or so after his death.

## Maytag Sales Show Heavy Increase

In a statement just issued by the Maytag Company at Newton, Iowa, manufacturers of washing machines, it is shown that the company has enjoyed an increase of 65 per cent for the first nine months of 1926 above the corresponding nine months of 1925.

This increase has been made in spite of the fact that their business has increased approximately 100 per cent a year for the last five years. In 1920 the retail value of sales was approximately \$1,000,000; in 1921, \$2,000,000; 1922, \$4,000,000; 1923, \$8,000,000; 1924, \$18,000,000; 1925, \$35,000,000.

Readers of "Sales Management" will recall the article in the April 3 issue, which outlined the sales and advertising methods which have made this increase possible.

## Texas, Despite Drop in Cotton, Richer Than Last Year

While the estimated value of cotton in the southern states generally is somewhat lower than that of last year, the outlook in the South cannot be regarded as discouraging to manufacturers marketing their products there because other products more than offset any handicap imposed by the low prices of cotton. In Texas, for example, which may be considered a pretty fair indication of trends in other parts of the South, cotton has dropped \$28,000,000 below the value of the 1925 crop, but the total value of Texas' forty-eight crops is \$910,000,000, compared with \$799,330,000 in 1925.

The following table shows what diversification has done for Texas:

	1926	1925
Cotton .....	\$351,000,000	\$379,000,000
Corn .....	100,998,000	29,490,000
Kafirs .....	32,370,000	23,465,000
Oats .....	29,259,000	8,454,000
Wheat .....	40,014,000	10,156,000
Barley .....	3,750,000	752,000
Rye .....	1,440,000	67,000
Rice .....	8,540,000	9,012,000
Hay .....	25,200,000	12,276,000
Peanuts .....	1,785,000	1,219,000
Sweet potatoes.....	8,450,000	8,707,000
Potatoes .....	3,620,000	3,307,000
Sorghum syrup.....	2,700,000	1,326,000
Broom corn.....	246,000	238,000
Peaches .....	3,400,000	2,625,000
Apples .....	332,000	222,000
Total .....	\$613,104,000	\$490,766,000
Estimated total value of Texas 48 crops .....	\$910,000,000	\$799,330,000

# Letters That Sell Advertising and *Why*

## III—*The Man Who Tried Advertising Once*

By Cameron McPherson

IT has been said of the American business man that he will try anything once. It is intended to be a compliment to our open-mindedness. But I sometimes wonder if this willingness we have to try anything once is not our cardinal business failing.

Those of us who have sold goods in England are prone to criticize the English business man for his slowness to try new ideas. We think it is a grievous fault in our overseas cousins. But to the credit of the English it must be admitted that what they do try, they see through.

An American concern decides to try export selling in a certain country. Hurriedly an advertising campaign is arranged. Salesmen are hired. An office is opened, and with a burst of enthusiasm and energy, the campaign for business opens.

A year—two years—go by. Results are not forthcoming. The business secured does not equal the money expended. Red ink has to be used. The directors meet. The red ink unnerves them. The office is closed, the advertising is cancelled, the salesmen are recalled. Another American business house has tried exporting and found it didn't pay!

Contrast this with the English concern that decides to go after more foreign business. Nothing is done hurriedly. There is no

burst of enthusiasm. A careful survey is made of the possibilities for selling the product under consideration in that market. It is quite probable that this preliminary investigation will entail an expenditure which will more than equal the cost of the American's entire effort. In one instance a certain Birmingham concern spent £90,000, nearly \$450,000, before a single dollar was invested in actual selling. With this survey before them the directors of the British concern will estimate how many years it will take to win that

market, how much money will have to be invested before there can be much hope of a return from the initial outlay. It may take three years, five years, ten years. How long is little matter, provided there is a reasonable hope for ultimate success. If immediate profits are not forthcoming, no one is disappointed. A certain definite plan has been decided upon, and there is no other thought than to see it through. The song writers call it the bull-dog spirit. Perhaps it is. But it is mighty good business. It is the kind of business that has built the British empire and British foreign trade.

Here in America we need more of this bull-dog spirit in business. This willingness of ours to try anything once is all very well, but it won't do under the new era of competition that we are entering. We must do less trying and more sticking. We have to be more deliberate and more careful in what we try, and then follow through. At present we are like the golf player who struts majestically up to the first tee, draws back and hits the ball a mighty swat. But his grip was wrong so the ball sliced into a water-hole in another fairway. In disgust the hasty player throws his club after the ball and goes back to the club house to sit the game out in the locker rooms. Never again for him.

### A Letter That Was Successful in Getting One Advertising Skeptic to Change His Mind

Dear Mr. Jones:

Your letter stating that you have tried advertising but found that it did not pay reminds me of an experience I had last year.

My wife has been ailing for years. We tried almost every doctor in Cleveland. We tried osteopaths, we tried homeopaths, we tried allopaths.

But the net result of our trying was a stack of bills. There were big bills and little bills; engraved bills and printed bills. There were bills without end. I confess I became just as sour on doctoring as you seem to be on advertising.

Last spring I decided to send my wife to the Mayo's at Rochester. I could not quite convince myself that a great profession like medicine could be all wrong and yet remain great.

Today my wife is a well woman. I realize now how unfair I had been. It was not a case of the medical profession being wrong as I supposed, but of my own failure to do the right thing at the beginning.

Advertising could not be the great business force that it is today if it is wrong. There are too many instances of where a business, situated as yours is situated, has used advertising and doubled and trebled its profits, to dismiss it without a fair trial.

Do you honestly feel, Mr. Jones, that you have given advertising that kind of a trial, or could it be that your appraisal of advertising is like my hasty appraisal of the medical profession?

He tried golf once. There is nothing to the game!

I will admit that this is exaggerated. But it illustrates the point. And it is not one bit exaggerated when applied to advertising. The advertising locker-rooms are crowded with men who tried advertising once, and due to their own impatience and hastiness, sliced into a water-hole. Having tried advertising once, they are bold and loud in declaring that it doesn't pay.

In upper New York state there is a concern that makes sales tickets. It is one of the biggest concerns of its kind in the world. About twelve years ago this concern decided to try advertising. Fifty thousand dollars was appropriated for a national advertising campaign. An advertising agent was retained. An elaborate book was prepared. The advertising began. Great bundles of inquiries came in. Yet, in spite of the inquiries, little resulted in the way of actual orders. So the directors met, decided advertising was all right for some kinds of business but their business was different, and cancelled all advertising contracts. For twelve years this concern has turned down every advertising proposal submitted to it on the grounds that it had tried advertising once, but found it didn't pay!

#### Why the Campaign Failed

I happen to know something about this campaign. It is not difficult to understand why it didn't pay. This company had made a mistake that was all too common ten years ago. It had failed to sell its advertising program to its sales force, yet the very foundation for the success of the campaign rested on the cooperation of the salesmen. These thousands of inquiries which the advertising developed were turned over to the salesmen to be followed up and sold. Rightly or wrongly the salesmen got it into their heads that if this advertising succeeded, their territories were going to be cut, and their commissions cut to boot. The inquiries were not followed up as they should be. The campaign

failed. Advertising was blamed for the defeat, of course. Advertising is always blamed.

It has taken this concern twelve years to realize its mistake and to place the blame for this failure at its own front door. To the credit of the management it has now conceded that advertising had not been given a fair test, so four months ago it retained one of the most seasoned and skillful advertising managers in the country to conduct its advertising. This advertising manager has made recommendations for a continuous advertising program, closely tied up with the general sales program of the business. One of the best advertising agencies in the Middle West has been commissioned to handle the account. The concern has learned its lesson. It is going to advertise, not merely try advertising. And we confidently expect this concern soon to become one of the great national advertisers of this country, because its product is right, the market is there and advertising rightly and adequately used will bring the two together.

#### How the Market Was Won

Another example: There is a certain western city that for years has been a sales target for soap manufacturers. One soap maker after another has tried to win this market without success. Each of these manufacturers in turn had attempted to capture the business by some sort of a drive or sales campaign. One concern put on a gigantic sampling campaign, using special crews personally to hand a box of the soap chips to every housewife, and then using free deals to get the dealers to stock up. This concern got some business—but not enough business. Another concern attempted to carry the market by storm with full pages in the newspapers and billboards close to every store. Result, some business—but not enough. Another concern "pulled" its entire sales force into the territory for a three-months' campaign, backed up the salesmen with liberal local advertising and loaded every dealer's basement with soap. But orders did not repeat. The drive failed.

Then three years ago the American management of a well-known British soap company decided to win this market, which none of their American competitors had been able to dent. In their slow but sure British way they decided that it would take five years to do the job. Newspaper advertising for a five-year period was arranged. There were to be no "opening guns," no flash of fireworks—just a carefully planned, never-letting-up push for business. A sales force was organized, not for a five-months' "try," but for a five-year stay. The job which the British company was willing to spend five years to do, has been done in three years, but they are still carrying on. The management is well pleased with results, and is congratulating its local manager for having been able to "turn the corner" in three years!

#### Sell Him All Over Again

What has all this got to do with letters that sell advertising to the man who tried it once and found it didn't pay? Simply this: Before you sit down to write to that man, you have to get it firmly fixed in your own mind that any concern which embarks on an advertising campaign with the idea of "trying," is almost sure to fail. It is just as logical to say that you tried selling once and found it didn't pay, as it is to say you tried advertising once and found it didn't pay. Advertising is selling, and selling is advertising.

So when you find a man who won't buy because he tried advertising once, you have got to start right at the very bottom and sell him all over again on the fact that the right kind of advertising always pays, just as the right kind of selling always pays. You have got to clear that man's mind of three vital misconceptions: (1) when he buys "an" ad in some local program or the souvenir edition of his local paper, he is buying an ad, but he is not advertising. (2) That unless he has followed-through on a definite advertising program for at least five years he has never given advertising a fair trial, and (3) that unless

*(Continued on page 955)*

# FREED!

## Connecticut prosperity reflected in State's absolute freedom from debt

*from a statement by*

JOHN H. TRUMBULL, Governor of Connecticut

**“W**HERE does Connecticut stand in the picture of mounting and leaping state debts? The per capita debts of the 48 states rose from \$4.95 in 1918 to \$10.64 in 1924—an increase of 114.9%. In this same period, Connecticut's per capita debt changed from \$5.76 in 1918, to \$3.11 in 1924—a decrease of 46%.

“By virtue of Connecticut's policy of living within its income, Connecticut is today in reality completely out of debt. This is true of but six or eight out of the 48 states.

“Our states, as a whole, are jostling each other in their scramble to lead the procession of over-spending states, along the treacherous ‘Road of Debt.’ Connecticut is traveling the opposite road—along the safe highway where states' debts do not exist, where income is greater than expenditures, and where unborn generations are not being loaded with gigantic debts and interests on debts.”

\* \* \* \*

Avoiding the borrow-in-haste, pay-and-repent-at-leisure habit in Connecticut is not the virtue solely of the State Government,—it is the virtue of the people.

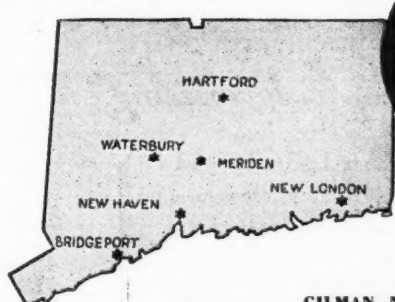
Connecticut's index to prosperity is at the high-water mark. Full-time production, minimum of unemployment, consistently high wages—small wonder that business is good in Connecticut. *The people have the money to spend.*

Connecticut is a Six-City State. 90% of its population lies in the trading zones of the six big cities—so near together that selling and distribution is easily effected, and just as simple to cover with an advertising campaign in the Connecticut Six-Star Combination.

Does this give you an idea as to where to go to increase *your* sales volume?

SPECIAL DATA ON THIS MARKET GLADLY  
FURNISHED ON REQUEST

*The*  
**CONNECTICUT  
SIX-STAR  
COMBINATION**  
BLANKETS THE STATE



HARTFORD COURANT  
BRIDGEPORT POST & TELEGRAM  
NEW HAVEN JOURNAL-COURIER  
WATERBURY REPUBLICAN AND AMERICAN  
MERIDEN RECORD  
NEW LONDON DAY

GILMAN, NICOLL & RUTHMAN, Representatives

19 West 44th St. New York	73 Tremont St. Boston	410 No. Michigan Ave. Chicago	507 Montgomery St. San Francisco
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*"...besides its volume, think of its quality," said the National Advertiser, "over 50% of the total circulation of all four standard Sunday newspapers right in the 50-mile suburban territory."*



**T**O GET the volume of sales you're entitled to with your New York advertising, you must reach *the greatest number with buying capacity.*

Take the Sunday New York American's 1,063,341 copies by districts:

In Metropolitan New York it sells 724,449 copies—41 per cent of the total circulation of *all four* standard Sunday newspapers.

In the 50-mile suburban territory alone, it circulates 274,725 copies—over 50 per cent of the total circulation of *all four* standard Sunday newspapers.

In the three wealthiest suburban buying counties in America\*, the Sunday New York American reaches as many homes as the *next two* standard Sunday newspapers *added together.*

In all districts of the richest buying market in

America it dominates. It reaches as many families in all income groups, as *any* million circulation—*more, proportionately, in the higher income groups than smaller circulations.*

Dominance—Buying Capacity—where advertising returns the greatest profits.

And it reaches this huge number of young, responsive, buying readers on their day of leisure—is read *all day* by *all* the family—*right in the home when and where home purchases are being discussed.*

Let us show you by actual figures and comparisons why the Sunday New York American is called "The Backbone of New York Advertising".

To reach your market—to sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the paper.

## Sunday New York American

*"The Backbone of New York Advertising"*

SUNDAY A. B. C. — 1,063,341

★In Westchester, Suffolk and Nassau Counties, the three richest suburban counties in America, the Sunday New York American reaches more than 50 per cent of the native white families.

In these counties there are 65,180 income tax payers, 115

golf courses, 133,019 owners of passenger cars.

In the Sunday New York American you reach *actually* many more of these people than in any other New York newspaper—morning, evening, or Sunday.

New York, 1834 Broadway

Boston, 5 Winthrop Square

Chicago, 326 W. Madison St.

San Francisco, Monadnock Bldg.

(Right) This kind of advertising brought us salesmen, but did nothing to help them succeed or help us keep them producing—

(Left) But when we changed our appeal and used this type of advertising, it reduced turnover and made better salesmen. The first type of advertising is still used, but we plan to have less of it each year, and to increase our general advertising.



## Changing Our Advertising—

Reduced the Turnover of Salesmen, Increased  
Sales Per Man Fifty Per Cent and Cut Overhead

*By Albert Mills*

President, American Products Company, Cincinnati, Ohio

SINCE we established our business nineteen years ago, our entire output has been sold through house-to-house salesmen. These men are recruited largely through advertising in newspapers, magazines, and class papers which reach salesmen.

In common with other companies doing business in this manner, we had become accustomed to a very high turnover of salesmen. We looked upon it as one of the necessary evils of operating in this way. Working on a strict commission basis with no advances or expense allowances of any kind, our salesmen are of the free-lance variety, working independently—when and as they choose.

Until five years ago we did little consumer advertising. All our advertising appropriation was used to recruit more salesmen to fill the constantly thinning ranks of our sales organization. So far as we could learn, every other firm that

sold direct to the consumer through salesmen had the same trouble. Turnover was excessively high and the percentage of non-productive salesmen was enormous.

The more we studied the problem, the more this phase of our business bothered us. It seemed that it was an inherent weakness which should be corrected if our growth was to be steady and our profits regular. Although we had shown a constant growth, our business still seemed more than ordinarily hazardous because we never could keep a sales organization intact long enough to devote any of our time to building good-will and broader acceptance with the consuming public.

About five years ago we began a careful study of the situation. We investigated as many failures among our salesmen as possible. We kept a careful check of the reasons salesmen failed to make

good. For a long time we were inclined to think of salesmen who failed as men who never intended to make a life work of selling, but who took up selling as a sort of stop-gap between salaried positions. We tried to tell ourselves that a high turnover was inevitable and that it was due to the class of men we were able to attract.

But that answer always seemed like a rather weak alibi, and we found it to be exactly that and nothing more when we began to dig into the causes of high turnover. We found many earnest, ambitious men and women, who were anxious to develop a business of their own, were failing because the sales resistance on our products was so stiff. Our line, food products, household specialties, and toilet articles, competes with many widely known products. Hundreds of our items have as competitors some of the most widely advertised products known in business.

When our salesmen presented our line to the housewife, he had to overcome the competition of these widely advertised products which the prospect had probably been using for years. It was a difficult task—a task that proved too much for hundreds of salesmen who started in with us, only to give up after a short trial.

Our problem was to break down this resistance and build up for our own products a consumer acceptance that would enable the beginning salesman to sell even though our products were unadvertised. At first this seemed impossible because we felt we could not add anything to our selling costs. We did not see how we would be able to reduce our advertising for salesmen without crippling our business, and at the same time we could not see our way clear to add another item of cost to our selling expense. After many suggestions were considered, and different

plans discussed, we finally decided to risk 15 per cent of our total advertising appropriation on a small advertising campaign designed to build consumer acceptance for our products.

Prior to five years ago we had always spent practically all of our advertising appropriation in recruiting new salesmen. All of our advertising was the usual type of "Agents Wanted" copy. It seemed to us that this advertising was absolutely necessary to maintain our sales organization and to fill the vacancies which constantly occurred due to the heavy turnover.

But we felt that we would never make any substantial progress towards a solution of the turnover problem until we made it easier for our salesmen to succeed. In other words, we determined to spend more money on keeping the men we already had, and less money in getting more salesmen.

When we decided to spend 15 per cent of our total sales expense for general publicity advertising, it must be remembered that we did not increase our sales expense at all. Rather, we simply transferred a part of the total expense to a new field of activity.

During the first year of our experience with general advertising we ran eighty-four-line copy in four leading women's papers. This was a very modest start and we did not expect immediate results. But at the end of the first year we were able to discern a slight decrease in turnover. So we decided to keep the plan in effect and to spend a higher percentage of our total advertising appropriation for general publicity, rather than for recruiting more salesmen.

At the end of the second year we could see that our general advertising had begun to make a real impression, not only on our

*(Continued on page 952)*

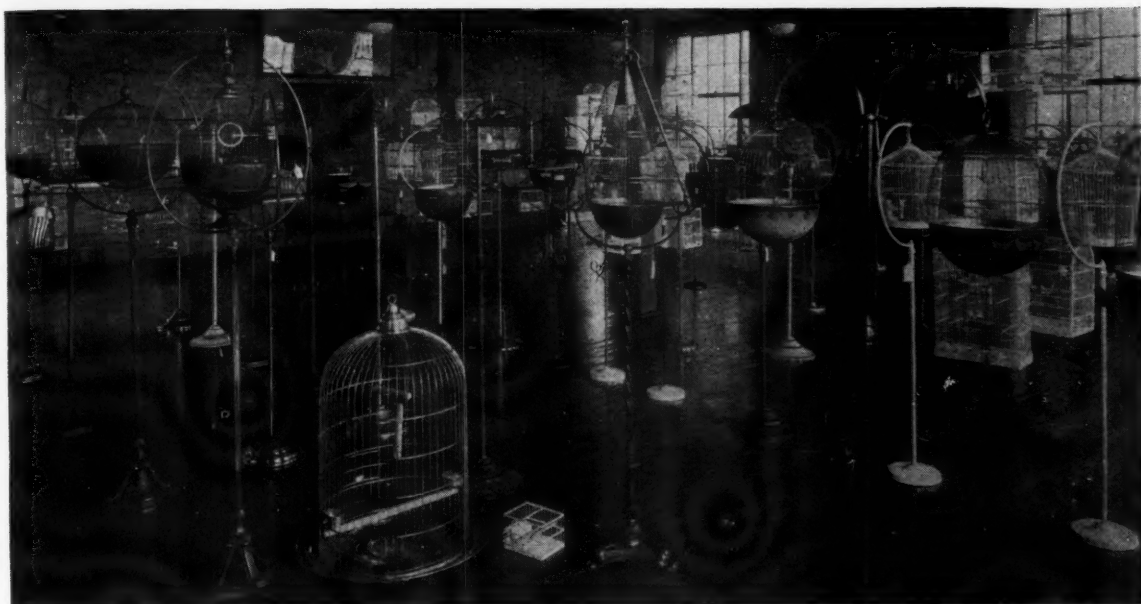


## The Men on the Cover

Starting in 1907 with less than \$500, Albert Mills, president, The American Products Company, Cincinnati, Ohio, began making a line of flavoring extracts in tubes which he sold direct to the consumer through agents. At that time the mail order agency business was to some extent in disrepute. Mr. Mills was determined to build a big business and to introduce new ideas and practices in the business. He had worked incessantly not only to increase sales of his own company but to elevate the standards of the entire direct selling field.

He had led nearly all of the various movements which have resulted in better practices in this field. The business grew steadily, and five years ago, when the company started national advertising, the business took a real spurt. Early this year the company, now ranking as one of the largest in its field, moved into a big seven-story plant.

Seated with Mr. Mills are R. L. Lippert, advertising manager, and J. J. Hoffmann, sales promotion manager.



## When a Product Has No Sales Appeal of Its Own

Bird Cages Offered New Selling Opportunities, But When Hendryx Started Selling the Advantages of Birds, Cage Sales Jumped

*By Maurice Coates*

IT IS evidently a good thing occasionally to turn a selling campaign into an entirely new direction. This does not necessarily mean the cultivation of new markets. A different slant can be given to a campaign by introducing reasons for the use of a product that have not been employed before, and by putting emphasis on talking points that formerly were soft-pedaled.

Campaigns of this kind are by no means a novelty. Efforts of this sort are frequently described in "Sales Management." However, they are always interesting and of great suggestive value to business men in other lines, as the new-direction-

ONE of the most popular sections of the home furnishings department of the department store of Crowley, Milner & Company in Detroit, as well as one of the most attractive, is the bird and goldfish shop on the fifth floor.

Approximately fifty kinds of birds are carried here in season, including canaries, parrots, several kinds of love birds, finches, thrushes, Japanese robins, minnas, fly catchers, blue jays, African red-fronts, and starlings.

Canaries are best sellers, followed by parrots and love birds. During the busiest season in the fall and early winter, sales of birds will average between 200 and 300 a week, and of fish, 2,000 to 2,500 a week.—"Dry Goods Economist."

selling-drive is a plan that can be applied to almost any field. The best part of these campaigns is that they can be put on at practically no increase in selling



expense and they often increase sales to an unbelievable extent.

An effort of this kind is at present being staged by The Andrew B. Hendryx Company, of New Haven, Connecticut, the country's largest manufacturer of bird cages. This concern started in 1869 and has met with remarkable success in a peculiar business. An outsider would not imagine that it were possible to build up such a large enterprise in making and selling bird cages. Few would suspect, for example, that this concern produces on an average of 1200 cages each day. Not long ago it shipped an order of four carloads, to one customer in Philadelphia. The business has grown steadily but unostentatiously. In fact, not until comparatively recently, has the company's name become familiar to the general public. Not until lately did the bird cage become an advertised product and begin to figure among the items that have to be reckoned with in making up the family budget.

The cause of the changed status of the bird cage is that it is now being advertised. The Andrew B. Hendryx Company has been advertising its product for many months. The interesting thing about this development is not the advertising itself, but the fact that the advertising has given an unwonted direction to the selling of the advertiser's product. Presumably bird cages have always been sold as bird cages—as a place to keep a bird. People did not think of purchasing a cage until they had a bird or were about to have one.

### A New Selling Idea

The growth and prosperity of the cage industry was altogether dependent on people's interest in keeping a feathered songster in their homes. If people were not interested in birds, presumably they could not be sold a cage. Those in the business of marketing cages, therefore, had to wait for calls from the public. There seemed to be little use for them to try to sell cages. Anyway, it was not necessary, as a bird cage would be sold whenever any person needed one.

The industry was established on this basis—by catering to demand and letting it go at that. With the coming of Hendryx's advertising, however, the marketing of cages was based on a new principle and that is that the demand for the product can be increased. As we have seen, it would be difficult to stimulate the sale of bird cages by talking bird cages. So the Andrew B. Hendryx Company has wisely decided to stimulate its business by talking birds. Practically the entire emphasis in the campaign is placed on birds—on the joy and cheer that they bring into the home.

It is logically assumed that if more families can be induced to adopt a canary, the sale of cages is bound to increase. This idea has evidently worked well, as the sales of the company for the first ten months of its current fiscal year has increased 35 per cent over the preceding period last year. This is a large increase for a company that has been established nearly sixty years. That the new plan is sound, The Hendryx Company thus has every reason to believe.

### Canaries Popular As Pets

It is conservatively estimated that the canary bird industry in this country mounts to the tidy sum of twenty million dollars annually. This includes the birds, cages and accessories. The United Canary Breeders of America figure that one million birds were sold in the United States in 1925. It is estimated that about four million homes in this country have feathered songsters in them. Since there are about twenty-five million homes in the land, the market is far from being saturated.

Most live birds that are sold in the United States are imported. Government figures indicate that the importation of birds has been increasing enormously in recent years. The war naturally brought the importing of birds to a standstill, but it has certainly fully recovered. In 1922 we imported 192,000 birds, valued at \$122,000. In 1925 we imported 486,000 birds valued at \$737,000. The current year will show another big increase. The average cost of each imported

bird climbed in this period from sixty-three cents to \$1.50. Most of our bird importations are from Germany, although many other countries, notably South American nations, contribute to our commerce in birds. Canaries make up the overwhelming portion of these imports, but included in the traffic are parrots, cockatoos, love birds and other ornithological specimens that are purchased for their beauty rather than for their singing ability.

### Increasing Interest in Birds

It has often been said that there is always some public movement or vogue under way that is almost sufficient to carry a business on its wave, if those in that line would tie up with the vogue. In this bird situation, we have a good example of such an opportunity. Because of this rising tide in the bird industry, those concerns that sell birds or bird merchandise are in position to profit by the situation. The Andrew B. Hendryx Company is not only taking advantage of the bird vogue, but it is throwing all its energies into heightening and intensifying it. In fact, so far as the writer has been able to determine, the Hendryx campaign is the chief influence behind this crescendo in the bird business.

The campaign of this cage manufacturer does not consist so much of methods as it does of arguments. The "talk" and "copy" of the drive is almost altogether about birds. Cages are incidental. It is taken for granted that if people become convinced that they want a bird in their homes that they will have to buy a cage. The more persons that can be "sold" on the bird idea, the greater will be the market for cages. If the bird business increases, the New Haven company will get its proportionate share of the increase, by reason of the fact that it is the dominating concern in the industry, with a branded product that is well known and generally distributed.

Another opportunity of which the company has taken advantage is the fact that hardware merchants are constantly on the lookout for new things to sell. The hardware store has always been

(Continued on page 954)

And Then—

# He Went to the Pawnshop

He had a good product, a waiting market, and needed \$30,000 to finance a sales campaign—and his branch bank had turned him down

By E. E. Troxell

THE New York Clearing House, organized 72 years ago, has had 123 members of which there are at present only 32. The following table shows what has happened to the other 91 banks and indicates the present trend in this country toward consolidation and centralization.

- 24 member banks have failed
- 8 member banks have liquidated
- 5 member banks have withdrawn
- 4 have merged with non-member banks
- 50 have been merged with member banks

Scene: Community Branch of Consolidated First National Banks of America.

Time: 1951.

Place: Chicago.

#### Characters

John P. Collinwood, Manager, Branch Bank; H. D. Bonner, President, S. & A. Manufacturing Company; A Reporter.

THE movement for centralization of banking, started in England some years ago, has resulted in the formation of five big banks which hold 85 per cent of the country's commercial banking resources.

NAME OF BANK	NUMBER OF BRANCHES
Midland Bank	1855
Barclay's Bank	1837
Lloyd's Bank	1686
National Provincial Bank	726
Westminster Bank	923

"THEN you won't let me have the money?" H. D. Bonner, president of the S. & A. Manufacturing Company, made no effort to conceal his surprise. "I have been a depositor here for a long time. As a matter of fact, I opened a savings account with this bank right after I got my first job nearly 25 years ago and when I started this business I brought our account to you.

"Yes, I know that, H. D. I would give you this line of credit if I could."

"Well, what's the matter, then?" Bonner asked with some heat. "Hasn't my balance been satisfactory? I thought I was a pretty good customer of yours. This is the first time I have ever asked for accommodation, and you will find that in the five years my company has had an account here my balance has been steadily increasing. I have always discounted my bills, and I don't owe a dime that I couldn't pay today without embarrassment. We have grown slowly,

and have been very conservative. Now I need \$30,000 to finance this special sales drive on our new machine. This machine is right, and so are our terms and our prices. The market is absolutely there. I know it. I wouldn't go into it if I weren't certain. Half of this loan will be paid off in less than sixty days, and the remainder will not run more than an additional ninety days. What's wrong? If I have made a mistake I want to know it."

"There is nothing wrong," the banker explained. "As a matter of fact, I think it is a good loan."

"Then why in the hell don't I get the money?"

"It is against the rules. Our loan policies are determined by the discount committee at the home office in New York. These policies are based on the general condition of the bank as a whole, on the experience the bank has had with various types of paper and with various kinds of companies. I admit frankly that I do not know why

orders have been issued to withhold accommodation to machine tool manufacturers. Perhaps some branch made a loan of this sort, and it went bad. Perhaps they regard the machine tool business as a generally unsafe risk. Perhaps they have already got as much paper of this kind in their portfolio as they want to carry. Or it may be that they have to reduce their loans and build up their reserves. Anyway, the bank says that loans of this kind must be refused. So I am powerless. I would make an exception in your case if I could. You ought to know that, H. D."

"Yes, I guess you would, John." The manufacturer smoked thoughtfully. "If I had assets of \$5,000,000 instead of \$100,000, and wanted \$2,000,000 instead of this measly \$30,000, I expect your loans and discounts committee would be glad to see me."

"Yes," the banker nodded, "I expect they would."

"But if I was to go down to New

York for this \$30,000, do you think I would get a hearing?"

"Well, this bank advertises 'service to its depositors.' It claims to be a friendly, human bank, managed by officials of wide experience in both business and finance. That is what they publicly urge you to do."

"I'm asking you what you think—not what this bank advertises. I read the papers, too."

"It is against the rules for me to tell you what I think, H. D.," Collinwood replied. "But strictly between ourselves—if you went to New York you might get to see as important an official as the third assistant vice-president in charge of Chicago branches. And he would tell you just what I have told you. If you insisted he might agree to lay your case before his vice-president, who might agree to present it to the committee. They would apply the rule made for this class of business, and send back word that 'the bank, at this time, is not making any more loans of this character.' I don't think it would get you a thing."

"This branch banking hasn't worked out so well for the little fellow, has it?" John Bonner remarked. "I can remember when it started. It was my first year out of Tech, and I was selling lathes for Amos Martin—remember old Amos? He made the best machines that were ever put on the market and managed his business the worst. Later on, when I came in as his assistant, I used to think we were working for the bank. We were generally in debt to them. Ike Macintosh, the president, used to call us over, now and then, and lay down the law. We would get busy and clean up the account. But when we needed money we always got it. I used to think Ike was about as poor a banker as Amos was a business manager, but they both seemed to make money. When they came along with this branch bank scheme, and told the world that with larger banks business would not only be able to obtain money on more favorable terms,

**I**N OPPOSING the expansion of branch banking it is a fair conclusion that the anti-branchers are resisting an economic trend which is certain to become fulfillment within a comparatively brief future. This conclusion is almost inevitable on mere considerations of greater efficiency of branch banking; and it is strongly reinforced by the fact that the extension of branch banking by state banks constitutes an incursion on the national bank system which will have to be stopped, and which apparently can be stopped only by giving national banks commercial opportunities approximately matching those of state banks.—Benjamin Baker in *The Annalist*, October 8, 1926.

but would also always have the benefit of the advice and experience of the ablest men in the field, I fell for it.

"Yes, it certainly sounded good," Bonner mused. "They told us about the efficiency of the English system and the German. By concentrating credit these countries were able to capture world markets, keep business prosperous, and use their banking resources for the benefit of the whole nation. It certainly sounded good, coming as it did at a time when competition was keen, and there were as many bad years as there were good ones. I fell hard.

"But it hasn't worked out so well. We little fellows don't see any welcome sign over the door when we come to borrow. The old system might have had its defects, but it was good for the small man. Ike Macintosh never had any third or fourth assistant to see. If I wanted to talk to him I went over to his bank and talked to him. Ike may not have been a great banker, but he certainly helped Amos Barnes out of a lot of tight holes.

"Much obliged for the advice anyway, John. Guess I will have to borrow the money from Goldstein & Company. Cost me more than I ought to pay, but I can't afford to pass up this chance."

"Well, I'm sorry," Collinwood said. "If this were my bank, I would be only too glad to loan you \$30,000. But as manager of this branch, I must follow instructions. If they ever make a new rule I will let you know."

When Bonner had gone the banker turned again to a reporter

with whom he had been talking when the manufacturer came in.

"When you came in a few minutes ago," Collinwood began, "you said you wanted a story for your publication. Well there is your story—if your publication dares to run it. Right here in this bank, in five minutes, you saw enacted the whole history of branch banking."

"I don't follow you, Mr. Collinwood," the reporter answered.

"You saw a small business man ask the branch manager of a big bank for a loan, and heard the banker refuse it because it is against the rules to make the loan. There was no question of the man's ability or integrity. There was no consideration given to the fact that he had been a customer here all his life. There was no thought about whether it was a good loan. The whole transaction is the matter of the application of a rule, laid down by a committee that never saw this branch, knows nothing of this man, and has no interest in this particular community other than the profits they make out of its deposits in this local office. When branch banking came in, the golden age of little business was over. Big business and big banking go hand in hand."

"Always?" asked the reporter.

"That has been the history of every country that has permitted branch banking. Five big banks in England have for twenty-five years controlled the commercial banking business of that country. When this branch banking movement started, Canada had only thirteen banks, and some of these have since been consolidated. Branch banking inevitably results in the consolidation and concentration in one or two financial centers of all your banking resources just as it has in this country. And when that happens, little business is without credit. Successful small business establishments are scarce in Canada, a country similar to ours, rare in England and don't exist in

*(Continued on page 958)*

## Refrigerators-Washing Machines- Vacuum Cleaners, etc.-----

# You can put them all in Northern Ohio Homes through the Plain Dealer *Alone*

**M**AKERS of electric appliances have proved this to their utmost satisfaction—

*The Plain Dealer Alone will do the advertising job in the great market of Northern Ohio.*

Frigidaire—backed by advertising exclusively in the Plain Dealer—has jumped 200% in sales so far this year.

Serv-el—using the Plain Dealer *alone*—has grown well over 50%.

Arabelle Washer—Copeland Refrigerator—General Electric—Laundrette—Royal Vacuum Cleaner—and many other nationally known electrical appliance advertisers are showing healthy increases in Northern Ohio—*due to good selling backed by strong, consistent advertising in the Plain Dealer ALONE.*

Here's a great city with 95% wired homes—the heart of a 3,000,000 market with 66 electrical jobbers and over 500 electrical retailers and contractors.

And you can win both Cleveland and the entire market with the Plain Dealer *alone*.

The Plain Dealer has circulation enough to cover Northern Ohio effectively—influence enough to mould opinion, create demand, make sales.

It's the only newspaper that *does* possess real sales strength throughout this entire market.

Whether you're selling electric refrigerators, washing machines, cleaners, or anything that's advertiseable, the Plain Dealer *alone* is your buy in Northern Ohio.

**The Plain Dealer now has the largest circulation in its history**

**225,227**  
DAILY

**263,431**  
SUNDAY



*This is the great, prosperous market of Northern Ohio—Cleveland's market—the Plain Dealer's market. Heavy population is concentrated in a small area. Travelling expenses are low. Sales crew costs can be kept at a minimum.*



## One of America's Greatest Electrical Mediums

The Plain Dealer published the first newspaper section ever given to the popularizing of electrical appliances. For over ten years this paper has devoted a page or more a week to the electrical industry—a page that has stimulated sales and increased the value of electrical appliance advertising in the Plain Dealer.

Makers of electrical appliances place far more advertising in the Plain Dealer than in any other Cleveland newspaper. As a matter of fact, the Plain Dealer publishes more exclusive accounts in this classification than the other two papers carry all-told.

# The Cleveland Plain Dealer

**The Plain Dealer ALONE will sell it**

### Plain Dealer Representatives:

**WOODWARD & KELLY**  
360 No. Michigan Ave., Chicago, Ill.

**JOHN B. WOODWARD**  
110 E. 42nd Street, New York City

**WOODWARD & KELLY**  
Fine Arts Building, Detroit, Michigan

*Delicate Points to Be Observed When You*

# Refuse to Sell Price-Cutters

How the Government's Hair-Splitting Policies Made a Difference in the Famous Colgate and Beech-Nut Cases

*By Gilbert H. Montague*  
of the New York Bar

**I**N the absence of any purpose to create or maintain a monopoly," said the Supreme Court in the first of the government's actions against Colgate & Company, "the act does not restrict the long-recognized right of trader or manufacturer engaged in an entirely private business, freely to exercise his own independent discretion as to parties with whom he will deal. And, of course, he may announce in advance the circumstances under which he will refuse to sell."

I doubt if any pronouncement of the Supreme Court in recent years has been more widely quoted than the foregoing paragraph, and I am fairly certain that none has been more widely misapprehended. When the decision was first announced, in June, 1919, a sigh of relief that was almost audible went up, especially from those who were interested in the protection of resale prices.

Here at last was a solution for the problem of price-maintenance. Not a complete solution, or a solution that was altogether ideal from the standpoint of the manufacturer. Still, the phraseology of the Supreme Court appeared to be conclusive, and the manufacturer could obviously rely upon his "long-recognized right" to refuse to sell, and to announce in advance the conditions under which the right would be exercised.

A deal of water has run under the bridge since then, and several

"Mother, may I go out to swim?  
Yes, my darling daughter.  
Hang your clothes on a hickory limb,  
But don't go near the water."

Mr. Montague quotes this nursery jingle as a good example of what the government says when it recognizes the right to refuse to sell. It tells a manufacturer that he may exercise his right to refuse to sell—but—and then comes a lot of "provided, whys, wherefores and thou-shalt-nots." The article describes some of them.

hundred concerns have discovered at the cost of much grief and expense, that the right to refuse to sell was very definitely limited by the qualifying clause which the Supreme Court put first, and most of the protagonists appeared to have overlooked. "In the absence of any purpose to create or maintain a monopoly," said the court, and the court meant exactly and precisely what it said. Here, as usual, we are confronting a situation where it is not the overt acts that constitute the offense, but the purpose or the intent with which the acts are committed. Standing by itself, the right to refuse to sell is unquestioned; but refusal to sell in furtherance of a purpose or a plan to restrain trade or restrict competition may be just exactly as illegal as intimidation of competitors or any other practice that is generally recognized as unfair or oppressive.

As a matter of fact, the line which divides legality from illegality in connection with a policy of refusing to sell is about as thin a line as is met with anywhere in the whole subject under discussion.

Just how thin it is may be judged from some of the remarks of Judge Runyon, in granting the motion for a directed verdict in the government's second case against Colgate & Company.

"As I gathered the weight of the testimony . . .," said Judge Runyon, "it seems to me and I am impressed with the fact that Col-

gate & Company in the conduct of their business assumed to enunciate a somewhat czar-like attitude with reference to the goods which they produced, and that is as far as they went. If there were those who violated, after they had gotten the goods in their possession, the ambition or the intent which Colgate had in mind, there wasn't any supplication on the part of Colgate that they change their course; there was simply the cutting off of the furnishing of further supplies.

"I take it that there is no doubt but that Colgate can refuse, where-soever they will, to sell to this man or that man. They can sell to whomsoever they please, or they can refuse to sell to whomsoever they please. They may withdraw their products from the market altogether, but they may not sell or refuse to sell to their dealers in any such way as shall involve an agreement with the dealers, a combination or a conspiracy with them.

"As I have interpreted the policy of Colgate carried into effect, it does not constitute agreement; it does not constitute combinations,

# The News in Louisville

Kentucky's  
Biggest  
and  
Best  
Newspapers.  
Established  
1826.

**The Courier-Journal**  
**THE LOUISVILLE TIMES**

Largest  
Circulation  
in  
Kentucky  
Morning,  
Afternoon  
and Sunday.

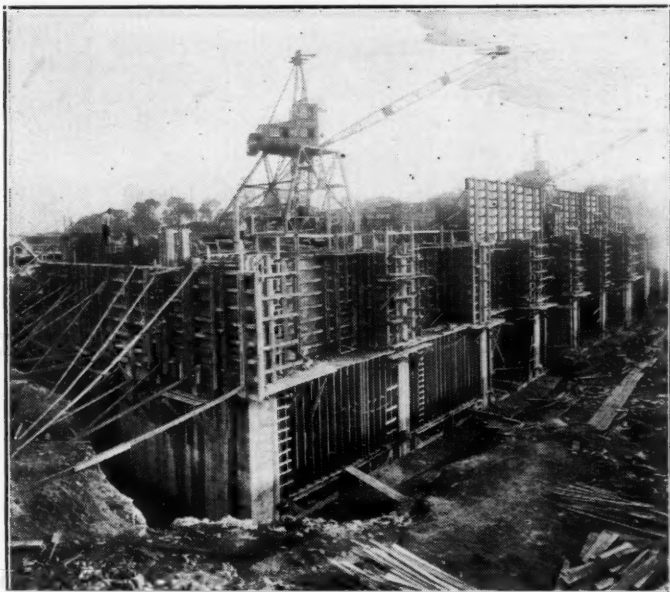
NOVEMBER 27, 1926

## Work On \$11,000,000.00 Hydro-Electric Project at Falls of Ohio Progressing

*7th Largest Hydro-Electric Plant in the  
U. S. to add 135,000 H. P. to Louisville's  
Electric Power.*

Over 2,000 workmen are rushing a gigantic power plant and a two-mile dam to completion at the Falls of the Ohio.

When completed this plant will furnish an abundance of cheap power to Louisville's rapidly growing industries.



*The Courier-Journal is now enjoying its greatest circulation and advertising volume and the greatest margin of a 100-year leadership.*

SO rapid and persistent is Louisville's growth that it has been necessary to double its electric output each five years since 1900. Louisville now has over 75,000 domestic electric connections—practically !

**100% !**

*Natural gas heat units are furnished in Louisville at the lowest rate on record.*

**Now Over 147,000 Daily—Over 120,000 Sunday**

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

SALES MANAGEMENT—NOVEMBER 27, 1926

915

or a conspiracy; it simply is the action on their part that if, as they express it, demoralization is involved, they cut off a customer. I believe they have the right under the law to cut off a customer. I do not feel that the interpretation of the correspondence which has been introduced in evidence spells agreements.

"If after the cutting off of their customer, there were solicitation on their part asking for reformation, nothing else but an agreement could be interpreted, but I do not take it that the writing of a customer who for his own purposes wants to get this standard set of goods—the writing of the customer asking to be reinstated and saying that which he will do, when Colgate & Company have not solicited it, in any sense constitutes that which can be called an agreement in restraint of trade.

#### Applying the Rule

"If Colgate & Company in this case were involved in any restrictive measures which had to do with other and like dealers, a very different face would be presented. I do not see, however, that maintaining their policy, and the refusal to sell those whom they consider undesirable customers, constitutes such agreement as is contemplated in the law. . . .

"In other words, it strikes me that the government has produced a great volume of correspondence which has shown unmistakably the attitude of the defendant corporation, has shown it to have been insistent upon the promulgation of its policy, but has left it to the dealers to coincide therewith or to differ therefrom; and that having been their attitude it does not seem to me that they have been proved as having entered into agreements or combinations or a conspiracy. It seems to me that the fact that in all instances they have left it to the customer to do as he pleases—if he desires to accept goods under their policy, well and good; if he did not desire to accept goods under that policy he need not do so—altogether I cannot help but be impressed with the fact that the government has not proved the existence of an agreement or a combination or a conspiracy."

From the foregoing it will be clear, I think, that however undisputed may be the manufacturer's abstract right to refuse to sell, the practical application of this right under ordinary business conditions is rather difficult. Unless the manufacturer is willing simply to forego the business of the dealer that is cut off, without making, directly or indirectly, any attempt to form an agreement or to win the dealer back; and unless the manufacturer is also careful to avoid any semblance of "cooperation" with other dealers in getting or disseminating information, the exercise of this right to refuse to sell is dangerous.

What Judge Runyon meant by the phrase "restrictive measures which had to do with other and like dealers" was simply cooperation with the trade in securing information concerning those who were cutting prices, and in enforcing the company's policy with respect to price-cutting. The manufacturer has a clear and undisputed right to refuse to sell to any customer if he chooses, but it is illegal to cooperate with others for the purpose of preventing any customer from getting goods. This distinction was clearly drawn in the Beech-Nut Packing Company case, where the Supreme Court upheld the company's abstract right to refuse to sell, but confirmed the order of the Federal Trade Commission against certain cooperative methods comprised in the company's so-called "Beech-Nut Policy."

#### Illegal Cooperation

"The facts found," said the court in the Beech-Nut case, "show that the Beech-Nut system goes far beyond the simple refusal to sell goods to persons that will not sell at stated prices, which in the Colgate case was held to be within the legal right of the producer.

"The system here disclosed necessarily constitutes a scheme which restrains the natural flow of commerce and the freedom of competition in the channels of interstate trade which it has been the purpose of all the anti-trust acts to maintain. In its practical operation it necessarily constrains the trader, if he would have the products of the

Beech-Nut Company, to maintain the prices 'suggested' by it.

"If he fails to do so, he is subject to be reported to the company either by special agents, numerous and active in that behalf, or by dealers whose aid is enlisted in maintaining the system and the prices fixed by it. Furthermore, he is enrolled upon a list known as 'Undesirable—Price Cutters,' to whom goods are not to be sold, and who are only to be reinstated as one whose record is 'clear' and to whom sales may be made upon his giving satisfactory assurance that he will not resell the goods of the company except at the prices suggested by it, and will refuse to sell to distributors who do not maintain such prices.

#### The Court's Interpretation

"From this course of conduct a court may infer, indeed cannot escape the conclusion, that competition among retail distributors is practically suppressed; for all who would deal in the company's products are constrained to sell at the suggested prices. Jobbers and wholesale dealers who would supply the trade may not get the goods of the company, if they sell to those who do not observe the prices indicated or who are on the company's list of undesirables, until they are restored to favor by satisfactory assurances of future compliance with the company's schedules of resale prices. Nor is the inference overcome by the conclusion stated in the commission's findings that the merchandising conduct of the company does not constitute a contract or contracts whereby resale prices are fixed, maintained or enforced.

"The specific facts found show suppression of the freedom of competition by methods in which the company secures the cooperation of its distributors and customers, which are quite as effectual as agreements express or implied intended to accomplish the same purpose. By these methods the company, although selling its products at prices satisfactory to it, is enabled to prevent competition in their subsequent disposition by preventing all who do not sell at resale prices fixed by it from obtaining its goods."

# As long as the sap keeps rising

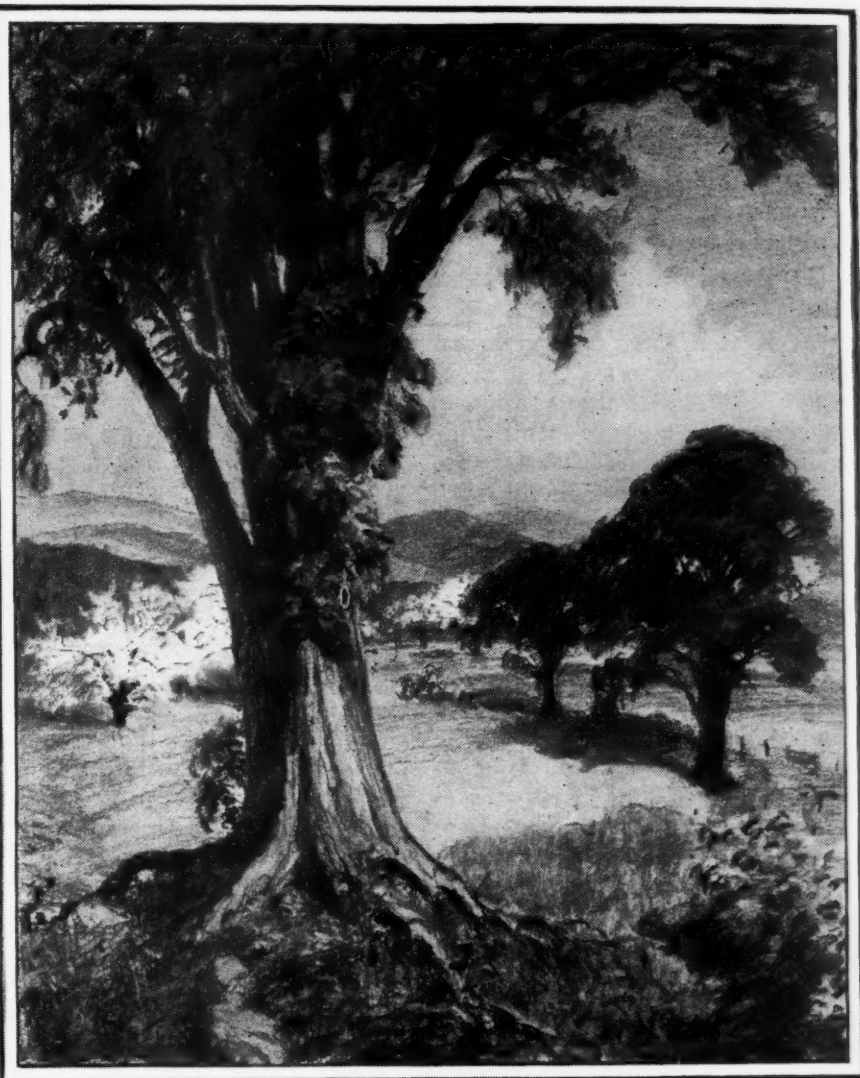
**A**BOTANIST was asked the question, "When does a tree stop growing?" His answer was, "When the sap no longer rises to the top."

**A**SUCCESSFUL newspaper must be rooted deep in the confidence of its readers. It gains its strength from the public. To continue to grow and widen its sphere of usefulness, it must draw from this public the sap of editorial vigor, and that sap must rise to the very top of the editorial structure. News editors, managing editor, editor-in-chief, and publisher, all must be in intimate, living contact with the public served, or the newspaper will not grow and will begin to atrophy.

**I**N RECOGNITION of this principle of nature and of newspaperdom, Scripps-Howard newspapers are edited not from distant offices, but from the very life of the communities in which they are published. Further, these newspapers are edited by young men—men who are drawn from the Scripps-Howard organization.



SCRIPPS-HOWARD



**T**HAT is one of the chief reasons why these newspapers have been growing steadily since their founding in 1879. Not only are they deeply rooted in the confidence of the public, but they are also continually revitalized by

the vigor of young men.

**C**ONSEQUENTLY, the Scripps-Howard newspapers command the respect and confidence of more than a million and a half families, which constitute their readers.

## SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

Cleveland (Ohio) - - PRESS  
Baltimore (Md.) - - POST  
Pittsburgh (Pa.) - - PRESS  
San Francisco (Calif.) NEWS  
Washington (D. C.) - NEWS  
Cincinnati (Ohio) - - POST  
Indianapolis (Ind.) - TIMES  
Denver (Colo.) - - EXPRESS

Toledo (Ohio) - NEWS-BEE  
Columbus (Ohio) - CITIZEN  
Akron (Ohio) - TIMES-PRESS  
Birmingham (Ala.) - POST  
Memphis (Tenn.) - - PRESS  
Houston (Texas) - - PRESS  
Youngstown (Ohio) TELEGRAM  
Ft. Worth (Texas) - PRESS

MEMBERS OF THE UNITED PRESS

Oklahoma City (Okla.) NEWS  
Evansville (Ind.) - - PRESS  
Knoxville (Tenn.) - NEWS  
El Paso (Texas) - - POST  
San Diego (Calif.) - - SUN  
Terre Haute (Ind.) - POST  
Covington (Ky.)

KENTUCKY POST\*

Albuquerque (N. Mex.)  
STATE-TRIBUNE  
\*Ky. edition of Cincinnati Post.

**ALLIED  
NEWSPAPERS, INC.**

National Representatives  
250 Park Ave., New York, N. Y.  
Chicago Cleveland Detroit  
San Francisco Seattle Los Angeles

The Federal Trade Commission's order, as modified by the Supreme Court, restrained the Beech-Nut Company from "carrying into effect its so-called Beech-Nut Policy by cooperative methods in which the respondent and its distributors, customers and agents undertake to prevent others from obtaining the company's products at less than the prices designated by it"—

(1) By reporting the names of price-cutters;

(2) By enrolling upon lists undesirable purchasers who are not to be supplied with the products of the company unless and until they have given satisfactory assurance of their purposes to maintain such designated prices in the future;

#### The Beech-Nut Policy

(3) By employing salesmen or agents to assist in such plan by reporting price-cutters and giving turn-over orders only to jobbers and wholesalers who sell at the suggested prices and refusing to give turn-over orders to price-cutters or dealers selling to price-cutters;

(4) By using numbers or symbols upon cases in order to ascertain price-cutters or dealers selling to price-cutters in order to prevent such dealers from obtaining the products of the company;

(5) By utilizing any other equivalent cooperative means of accomplishing the maintenance of prices fixed by the company.

Now it ought to be fairly obvious, I think, that it is difficult to put any policy of refusing to sell into practical effect without doing one or more of the things that are prohibited above. That holds whether the ultimate object in view is the prevention of price-cutting, or anything else. "Refusing to sell" is one thing, but cooperating with others to prevent certain individuals from getting goods is a quite different thing.

For some reason the government never attempted in the second prosecution against Colgate & Company to prove any of these "restrictive measures which had to do with other and like dealers." Judge Runyon's statement is a clear warning, however, that if the

government had proved anything of the sort, his conclusion would have been quite different.

And furthermore, as I have pointed out before, the government has by no means abandoned its attempts to establish the illegality of the policy adopted and pursued by Colgate & Company. There is now pending an action brought by the Attorney General of the United States under the Sherman Act, for an injunction.

In short, we may sum up the situation with respect to refusing to sell about as follows:

It is not a violation of any of the anti-trust laws for a manufacturer or trader simply to "exercise his own independent discretion as to parties with whom he will deal," and to "announce in advance the circumstances under which he will refuse to sell." But it is a violation not only of the Sherman Act, but of Section 5 of the Federal Trade Commission Act as well, to use any "cooperative methods" for the purpose or with the effect of preventing price-cutters or others from obtaining the manufacturer's products, or interfering with a dealer's conduct of his business.

Such "cooperative methods" obviously and clearly include all such practices as: instructing salesmen to report all cases of price-cutting, etc., observed in their territories; encouraging dealers to make complaints concerning the practices of their competitors; instructing salesmen or others to use threats or "moral suasion" to induce dealers to reform; keeping and circulating lists of "undesirable customers"; and so following.

As a matter of sober fact, there is extraordinarily little comfort for those who desire to check the evils of price-cutting in the Supreme Court's pronouncement in the Colgate case. From the entirely practical point of view of the business executive, it is a good deal like the jingle that some of us learned in our youth:

Mother, may I go out to swim?

Yes, my darling daughter.

Hang your clothes on a hickory limb,

But don't go near the water.

Mr. Montague's next article will deal with some collateral phases of this same subject and will discuss the effect of some recent court decisions involving price-cutting.

## National Advertisers Plan Circulation Survey

**S**URVEYS to determine the advertising value of newspapers offering combination rates for morning and evening editions, as well as the extent of forced circulation in areas outside logical trading centers, will be begun at once by the Association of National Advertisers, according to resolutions adopted by that organization at its recent annual meeting at the Ambassador Hotel in Atlantic City.

Other resolutions adopted provide for investigation of advertising values of newspapers in competitive fields, express appreciation of the part played by newspapers in improving the typographical appearance of local advertisements, and call on publishers not to use such heavy ink in block tints, as it was said to detract from advertisements on the opposite page.

One of the speakers at the convention, Dr. W. E. Lingelbach, professor at the University of Pennsylvania, predicted that the English language will be universally used within the next fifty years, due to the industrial supremacy of the United States and England.

S. E. Conybeare, the Armstrong Cork Company, was elected president of the association to succeed Edward T. Hall, the Ralston Purina Company.

Hurja-Johnson-Huwen, Inc., Chicago advertising agency, has taken on the account of the White Pigeon Laboratories, of White Pigeon, Michigan, manufacturer of antiseptic poisoning preparations. Mail order advertising will be used.

# Let Your Southern Jobbers Speak

*"We know that Southern Agriculturist are friends of the jobbers."\**

## Mr. Sales Manager:

Southern Agriculturist more probably than any other one factor in the South, has been instrumental in the changed attitude of the jobber toward advertised lines. In season and out, we have shown them the value of advertising in increasing sales and in securing quick turn-over of advertised merchandise over private brands and unadvertised, price-cutting goods.

Today hundreds of jobbers know from experience that an advertising campaign in Southern Agriculturist on the lines they sell has uniformly resulted in increased sales.

This present attitude is accurately expressed in a letter written to a manufacturer by one of his largest jobbers, from which we quote:

*"We have never seen a line that we sold that the demand was not greatly improved through advertising in Southern Agriculturist."\**

This constructive work is so noteworthy that Southern Agriculturist is ever winning enthusiastic praise from sales managers and advertising agencies seeking this profitable Southern Market.

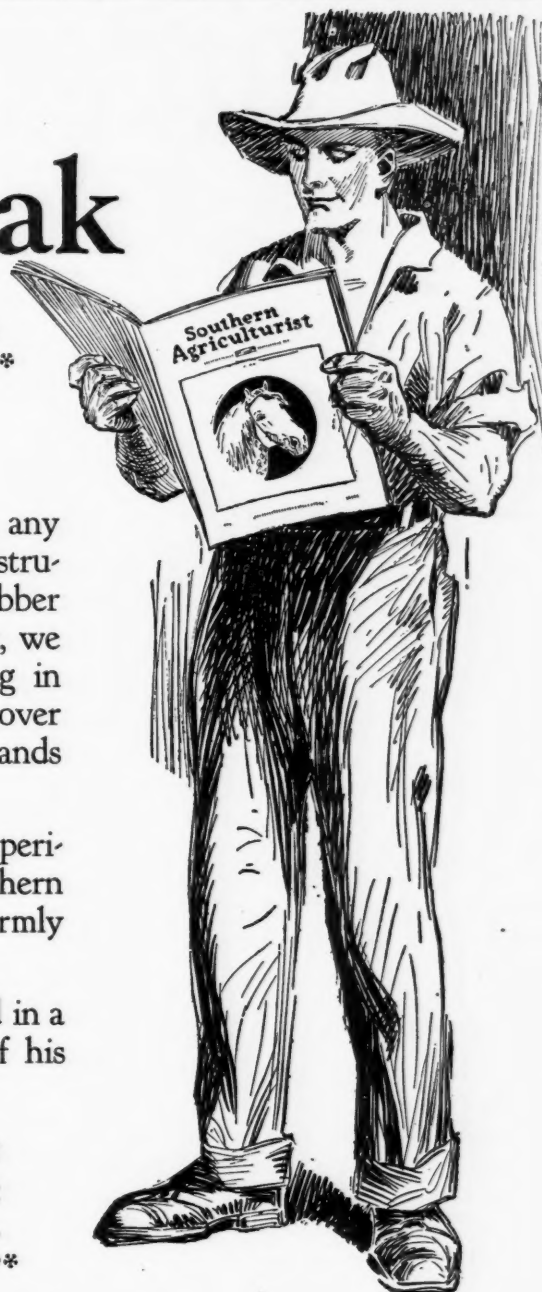
Let us assist you in your merchandising work in the South.

## Southern Agriculturist

More Than 501,000 Every Issue

B. KIRK RANKIN, *Publisher*  
NASHVILLE, TENN.

JAMES M. RIDDLE COMPANY, *Special Representative*  
CHICAGO NEW YORK KANSAS CITY SAN FRANCISCO



*"Southern Agriculturist reaches a larger number of present and potential buyers of your product than any other paper in the South," writes one of the largest jobbers in the South.\**

\*Excerpts from Jobbers' letters to Manufacturers.

# How Aluminum Cooking Utensil Company Recruits College Men

## Early Start and Careful Training Necessary For Successful Summer Sales Campaign When College Men Are Used

**E**VERY spring a great number of sales managers suddenly get the idea that it would be possible to increase sales a great deal in the summer if they could employ a lot of college students to act as junior salesmen, as demonstrators, house-to-house salesmen or in similar capacities.

Usually they are several months too late. When they approach the students along in April or May they find that most of those who are aggressive and energetic enough to want to work in the summer time have already made their plans for the summer's work.

The time to build a force of summer salesmen, if you expect to use college students, is just after the first of the year, or perhaps it is better to start at once for next summer.

### Engage Men Early

Many of the firms that have had long experience in employing college men have already appointed representatives for each college for this season and these representatives are busy lining up men to work in the summer of 1927.

The Aluminum Cooking Utensil Company of New Kensington, Pennsylvania, has for many years used college men in summer sales campaigns. Indeed, many of the members of their regular sales and office organization are men who started with this company with the idea of working in summer time to pay their way through college the following winter.

The company has just issued reports on its experience with college men during the summer of 1926. In addition to the many college men who worked all summer, the company's regular organization has absorbed sixty-nine men as permanent members of its sales force. These men came from colleges and universities from all over

the country. Of these sixty-nine men, seven were former teachers who abandoned teaching to take up regular work on the sales force.

These men sell aluminum cooking utensils direct to the consumer. The high man among the college students the past summer was a Harvard man and his sales totaled \$11,625.35. He worked 64 days and put in 520 hours during the summer. Second place was won by a man from the University of Illinois, whose sales totaled \$6,804.36. He worked 83 days, putting in 664 hours.

The University of Illinois provided the largest number of active salesmen for this company. Fifty-two men came from this university and they turned in the largest total volume of any 1926 college group. Kansas State Agricultural College furnished the second highest number of men with forty-six students to its credit.

There were thirty-seven men from the University of Wisconsin and they won second place in sales volume for the summer. Men from Harvard rolled up the highest average sales per man, their average being \$1,324.10.

### A Source for Salesmen

During the sales season the various groups of college men enter into the work with the same spirit of rivalry that marks a big football game. Every possible means of stimulation is employed to keep the students working at top speed during the summer. Each group of students is urged to excel the groups from other schools in some way. One school will excel in the number of men who complete the summer's work; another group will have the highest sales per man, another will furnish the man whose individual sales top the list, while still another group will work the largest number of hours.

This summer sales work supplies the company with many of its important workers and executives, who continue with the company after their education has been completed.

Men of this type are unusually good material for executive positions and as they have learned the business from the ground up, are in a position to advance much more rapidly than the college man who does no work during his school days.

Some companies whose products are not sold direct to the consumer use college men during the summer for sampling campaigns, advertising drives, and special investigations. Others use them as junior salesmen in sales drives and special campaigns.

### How Forces Are Recruited

Much of the success which has been achieved by firms who make a practice of using college men during the summer is attributed to getting an early start and getting the choice of men before they have made other plans for the summer. This is done by sending an experienced man to each college early in the season. He consults with the dean of men, or the man in charge of employment, the heads of the various fraternities and societies, and the leaders in student activities. From these people he obtains a list of the most likely prospects for summer work.

Then he makes a deal with the most outstanding man of this list to assist during the remainder of the school term in recruiting other men. Training should start as early as possible so that the men will lose very little time in getting into the field early in the summer. A group leader for each college is appointed and the group works under his direction if there is no experienced man available.



# Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION  
AND DISTRIBUTION OF BETTER SALES LITERATURE

NOVEMBER 27, 1926

## A Plan That Gives the Dealer the Help He Needs

WHITE and Wyckoff Manufacturing Company uses a plan for distributing display materials and other dealer helps which give the dealer the help he needs. In the first place, displays are offered in conjunction with certain assortments of the product. In this way, when the dealer orders an assortment, he receives the display matter that applies to the stock he has ordered, and not to items which he does not carry. When displays are requested by dealers at other times, a card record showing the items the dealer is carrying and also the advertising material furnished previously, serves as a guide for selecting the dealer helps that fit the requirements of the particular dealer asking for them.

The display material offered with different assortments usually acts as a sales stimulant. For instance, one particular display which made

a hit with the dealers, was largely responsible for the sale of over 3,000 of a certain assortment, sales totaling close to \$100,000. In view of the excellent results it produced, this display is being repeated this year as part of a new display as shown by the accompanying illustration. There is a lesson here for manufacturers who have used

produced nearly \$100,000 worth of business, as the background, with a modern girl seated in the foreground.

The use of the advertising record system mentioned above is explained by A. H. Sampson, manager of the advertising and sales promotion department, as follows:

"A record is kept in our office of all displays sent to the trade. Every order that comes into the house, irrespective of whether there are 100 a day or more, is passed on by the advertising department before reaching the order department. Analysis is made of the merchandise purchased by the merchant and appropriate display material is specified to be included with the merchandise.

Then, in billing our customer for this merchandise, he also finds on his invoice a listing of the display items sent him, with their value

(Continued on page 934)



The Colonial Girl in the background of the center display piece was the feature of a former display used by the White and Wyckoff Manufacturing Company that produced nearly \$100,000 worth of business. It is cleverly combined with a new display featuring the modern girl, thus effecting a successful tie-up. This material is an example of the type of dealer help that this company has found most successful in filling dealer needs.

a particularly effective display and who wish to repeat on its success. The new White and Wyckoff display uses the successful "Colonial Girl" display which

# Giving Color a New Appeal

WITH the present-day trend toward bright colors and pastel shades in motor car painting, there seems to be no limit to the color combinations that can be conceived and applied to automobiles. One motor car maker, in particular, is now advertising the fact that the car can be secured in something like 500 color combinations. Standard blues and blacks, even in the lower-priced quantity production makes, are rapidly being replaced by brighter colors because the motorist of 1926 is as choosy about the color of the car he drives as he is about the color of his hat, tie, and socks. In fact, we may venture to predict, if this development in color goes on, that it will be necessary before long to have several cars with different color combinations to match the various suits, hats, etc., which are worn on various occasions.

Be that as it may, few motor car companies are cashing in on color as effectively as they might. Color combinations of great beauty and

in excellent taste are now available; the oversight of a real merchandising opportunity lies in the fact that these colors are not presented with a real appeal to imagination.

The Lincoln Motor Car Company adds a new appeal to color by showing how the various color combinations offered on Lincoln cars have been inspired by the colors of beautiful birds such as the grass-green tanager, the Brazilian oriole, the Haitian lizard cuckoo, the purple breasted chat-terer, etc.

A recent issue of the company house magazine, "The Lincoln," shows many of these birds in their natural colors together with illustrations of various body styles painted in the same color combinations. The fact that these color combinations were originated by Dame Nature herself and that they are to be found on beautiful birds is an incentive to interest and an appeal to the imagination that are assets to any salesman. It is only

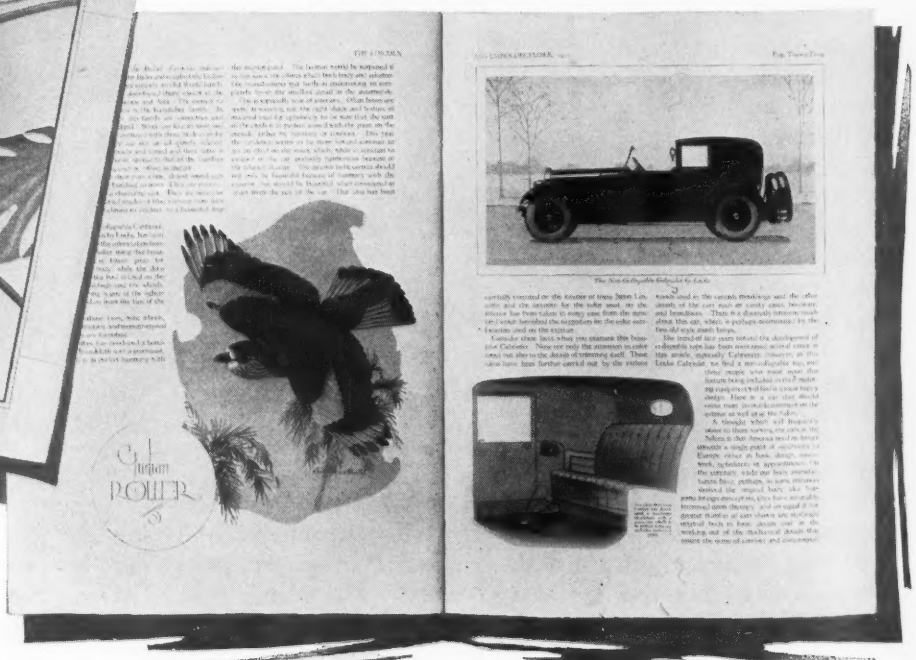
a step from the mention of the colors borne by a bird to the suggestion of its easy motion, smooth flight, swift passage, and gracefulness. One

thought conjures up the other. The arguments in support of color presented by the Lincoln Motor Car Company suggest possibilities in other lines of business where color exerts a buying influence for making a similar study of nature and cashing in on color combinations that have been created by a master hand. Attractive color combinations for products, cartons, labels, packages, wrappers, and containers play an important part in modern merchandising. There is no excuse for glaring, garish, freakish color combinations that repel rather than attract when nature provides so many perfect examples for the asking. Verily, the woods are full of them.

Wise advertisers are also cashing in on the color appeal through the use of more colors in advertising illustrations, decorations, and type matter. Whereas the bulk of the magazine advertising of but a few years ago was in black and white, today these pages are filled with two, three, and four-color advertisements. In fact, it might be said that we have reached the point where color is not only an essential factor in getting attention, but the colors themselves and the combinations in which they are used must be out of the ordinary.



The Lincoln Motor Company gets its color combinations from the more attractive birds, and thus gives color a new appeal at a time when smart colors in motor cars are quite the vogue with discriminating buyers.



# Constructive Advertising Co-Operation

A PROMINENT art director told me recently that one of his most difficult tasks is to check and re-check every illustration submitted to him for the small inaccuracies which might not be apparent to the layman, but are likely to be caught at a glance by the buyer who is an expert in his own field. A certain manufacturer, for instance, pulled a "boner" among railroad men who were possible prospects for the product, by showing a fast express tearing down the track. The illustration was carried out with dash and spirit and the technique was excellent. A signal tower was thrown in for atmosphere. But the train was shown rushing past a signal that was set against it! Another advertiser got a big laugh from the cattlemen of the Southwest when an advertisement carried an illustration showing a horse walking on both left legs at the same time instead of using the left front and right rear, or vice versa, as horses were designed to walk.

The usual result of mistakes such as these is that the advertiser

loses caste in the eyes of those who discover the error. If he is careless or ignorant in small matters, the buyer reasons, he may be likewise in other matters pertaining to the product itself. If he shows ignorance of good railroading practice or of correct methods or equipment in other lines which he attempts to picture, how can he design and make a product that meets the requirements of these lines?

The Caterpillar Tractor Company steps up to bat with some constructive advertising cooperation along this line by making up a portfolio or binder of photographs and drawings of its tractors which it furnishes to art directors, artists, and others who are called upon to pass judgment and approve illustrations before they are used. Now, when the illustration includes a tractor in operation, the artist is provided with a model which he can copy with full assurance that nobody can poke fun at it when it is done.

The illustrations furnished in the folder show tractors engaged in

various operations and in different perspectives as well as in different styles of art treatment. These illustrations are printed on loose sheets, attached in loose-leaf style, in a binder of standard file size with a tab labeled "Tractor Scrap." Most artists keep a file of illustrations of all kinds of products and scenes which is commonly called the "scrap" file. Hence the name for the folder.

The purpose of the collection of tractor illustrations is clearly outlined in the following statement which is printed on the outside of the binder:

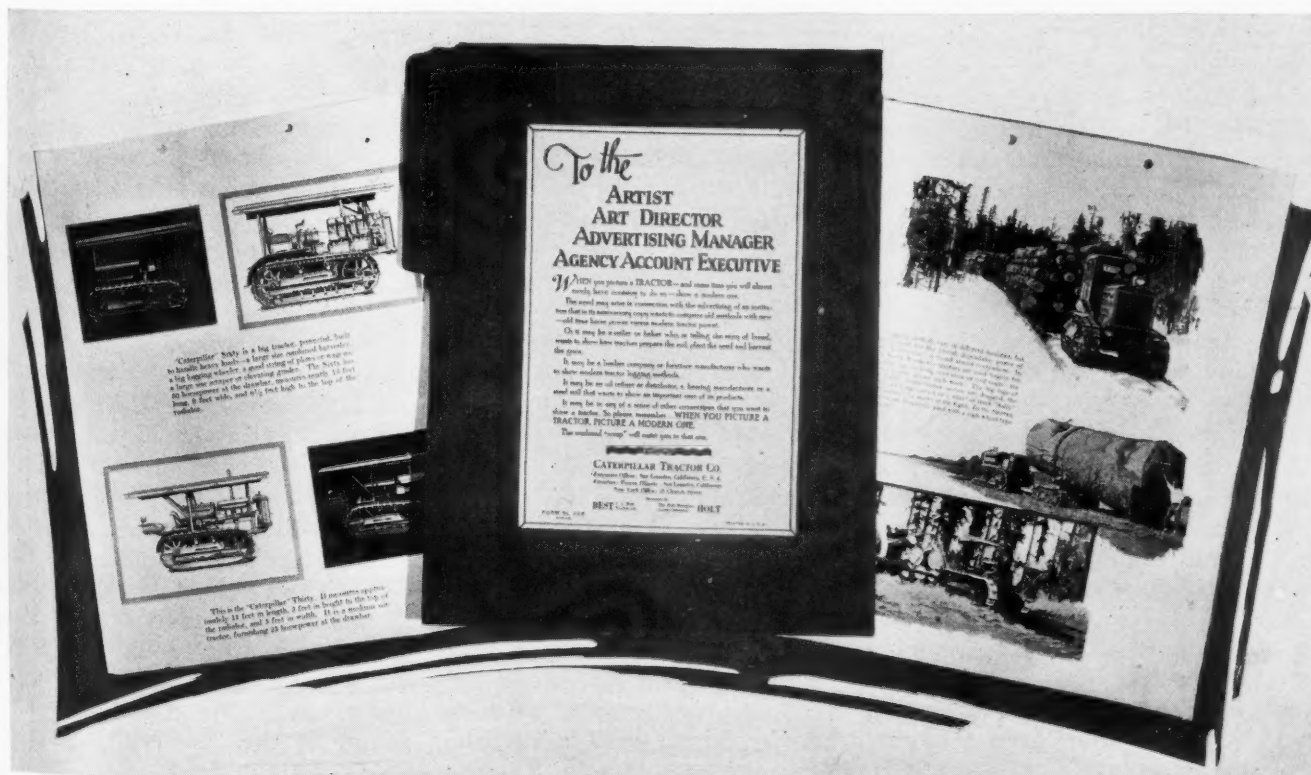
"When you picture a tractor—and some time you will almost surely have occasion to do so—picture a modern one.

"The need may arise in connection with the advertising of an institution that in its anniversary copy wants to compare old methods with new—old time horse power versus modern tractor power.

"Or it may be a miller or baker who, in telling the story of bread

(Continued on page 934)

THE CATERPILLAR TRACTOR COMPANY BUILDS GOOD WILL AND SECURES VALUABLE PUBLICITY BY FURNISHING ARTISTS AND ART DIRECTORS WITH THIS FOLDER OF "SCRAP." THE FOLDER CONTAINS ILLUSTRATIONS SHOWING DIFFERENT VIEWS OF TRACTORS WHICH THE ARTIST CAN USE AS A GUIDE IN DRAWING WHEREVER A TRACTOR IS CALLED FOR AS PART OF THE ILLUSTRATION. THE FOLDER IS BOUND IN LOOSE LEAF FORM.





Even though the "stuffer" may be small, it offers plenty of opportunity for attractive layout and design. These folders, or "stuffers," used by the Circle F Manufacturing Company, show a few of the possibilities along this line. The result is that the "stuffer" gets attention when enclosed with a letter or other matter. Each piece has its own striking individuality.

## "Stuffers" That Get Attention

THERE is no denying the fact that the lowly "stuffer" plays a valuable part in direct mail advertising at small expense. It can be produced economically; it requires no additional postage for mailing; and it serves as a constant reminder to the buyer, keeping the name of the product and the manufacturer before him.

The Circle F Manufacturing Company gains all these advantages through the use of stuffers, a few of which are shown here. These examples show how the attention value of this form of sales literature can be increased through attractive designs which are changed for each product. While the reproduction shown here is in one color, it suggests, at least, the manner in which color is used in these designs.

All of these folders are printed in three colors, with combinations of black, orange, and blue, black, red, and yellow, etc. By varying the color combinations for each stuffer, each piece stands out as an individual and gets its own attention. This point is frequently overlooked by advertisers who adopt a standard style or design for their stuffers with the result that soon they all begin to look alike even though they may cover different products.

The inside pages of these stuffers are devoted to descriptions of the merchandise featured together with specifications and list prices. They serve as an effective medium for calling the attention of regular buyers to products which they are not buying at present, thus aiding to increase sales to old customers when they are inserted in invoices and follow-up letters. They are a valuable adjunct to sales letters because they carry descriptive matter on the product which, if carried in the letter itself, would make it too lengthy and cause the reader to lose interest.

Stuffers are also useful as dealer helps, for they provide a means of furnishing the dealer with sales literature that is inexpensive and which he can use for counter distribution as well as for mailing with letters, announcements, invoices, etc.

By arranging several colors in various combinations, it is possible to print several stuffers at one time, thus reducing the cost of presswork. This, however, does not eliminate the importance of attractive design and catchy titles which should be given careful consideration if best results are to be secured. Direct mail advertising has always been exactly like other

advertising forms and methods in one respect and that is: it must be conducted regularly and systematically to produce the best results. Too many advertisers have gained the mistaken impression that direct mail is intended only as a quick medium for securing immediate response in emergencies. The larger users of direct mail, who have studied its application for years, are now regarding this medium as a definite part of their advertising programs and are planning campaigns and schedules as carefully and consistently as they plan their publication advertising.

The stuffer can be made to play an important part in the direct mail advertising program and is particularly valuable to those concerns whose appropriations are necessarily limited. But, because the stuffer is inexpensive, there is no reason why it should not receive its full share of attention in making it as effective as possible.

The examples shown above illustrate the possibilities along this line. The Circle F Manufacturing Company gets individuality into each design even though the product does not have unlimited imaginative appeal. Another point worth noting is the "postery" attention value of the designs.



Aerial photo by Fairchild Aerial Surveys, Inc.

# The Village within the city

*How the proprietor of a neighborhood business can expand it to serve a larger and larger trade.*



IN their daily buying habits most city dwellers live in small towns and lead more or less small-town lives.

Cities are so big that city people live in little sections, bounded by a few streets. City housewives buy their food, their ice, their laundry service, and all other items of everyday trading from neighborhood tradesmen.

Business men eat lunch, get their haircuts, and make most of their purchases within a few blocks of their offices. Inside that little area in which they move, they know the hotels, the cigar stores, the restaurants, the clothiers—in fact, every type of shop—thoroughly and well.

Take the men a half-mile from their business or the women a few blocks from their homes and they are in a relatively strange place.

The merchant or shop of any sort that wants

to enlarge its trading zone has but one economical and efficient way to do it. That is by using printing—direct advertising.

If you are the proprietor of a business that is too big to remain little, and too little to attempt to draw trade from the entire city, you will want to advertise, but you may not know how to begin.

The man who can help you most is a good printer. Prepare a mailing list, made up of names of people who live not too far away. Engage a printer to help you prepare a continuous program of direct advertising.

Increase this advertising as your business increases. Increase your

mailing list as you increase the number of your customers.

By the use of Better Paper and Better Printing the prosperous small business can become a prosperous large business. The neighborhood store that deserves to grow can lift its head above the little village within the city and become a part of the big-store life of the city.

Choose a good printer, if you haven't one, and talk to him. From his experience you can draw much helpful guidance.

*To sales managers, advertising men, printers, and buyers of printing*

For many years S. D. Warren Company has devoted study to ways and methods for making printed pieces more effective. The results of this work are contained in a series of books on various phases of direct advertising. Some of these books are ready; some are yet to be issued. Copies may be obtained without charge from any paper merchant who sells Warren's Standard Printing Papers or by writing direct to S. D. Warren Company, 101 Milk Street, Boston, Mass.

## WARREN'S

### STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding*

*( better paper  
better printing )*

## Cut Your Form Writing Time in Half with Multi-Cutout

9 operations - You never thought it was so many, did you?

Before Writing

After Writing

### Only 4 operations with Multi-Cutout

Before Writing

After Writing

An Actual Saving of Over 55% Think

This advertiser required a long explanation to make clear the conveniences of his product. With the use of pictures, he was able to cut down on the number of words. The graphic presentation holds interest and is easily and quickly understood. The illustration shows a portion of a broadside mailed recently by B. Lowenbach and Sons Co., Inc.

## Pictures Save Words

THE manufacturer of equipment for making duplicate copies of orders, memos, instructions, etc., was faced with the problem of telling his buyers what his product would do and explaining its labor and time-saving advantages in a way that could be most easily and quickly understood. To make these descriptions and explanations in words would require lengthy writing which would become tiresome to the reader and also somewhat confusing. Somebody suggested a pictorial presentation that could be grasped in a few seconds, omitting the long descriptions in words. The result is shown herewith.

It has been said many times that this is a picture age. Thousands of reasons have been advanced for this situation. The fact of the matter, it seems to me, is that people do not read less. Through the development of greater skill in writing, in advertising, fiction, newspapers, and magazines, facts, figures, ideas, and information are presented clearly and concisely without long-winded discussion. The result is that the modern reader is geared up a little more highly and can assimilate faster the things he reads. In the development of the modern magazine and newspaper, pictures have been

utilized more and more as the ideal medium for getting information to the reader at a glance, with the result that we probably read as much or more than ever, yet it takes less time to do it.

By showing the nine operations necessary with ordinary methods and equipment in comparison with the four operations required with Multi-Cutout, the advertiser cashes in on the attention value of pictures and gets his story over in one-tenth the time it would require to tell it in words.

There are thousands of other products that can use the pictorial method of presentation as a means of carrying the sales story to the buyer graphically. The opportunities along this line have hardly been scratched as yet.

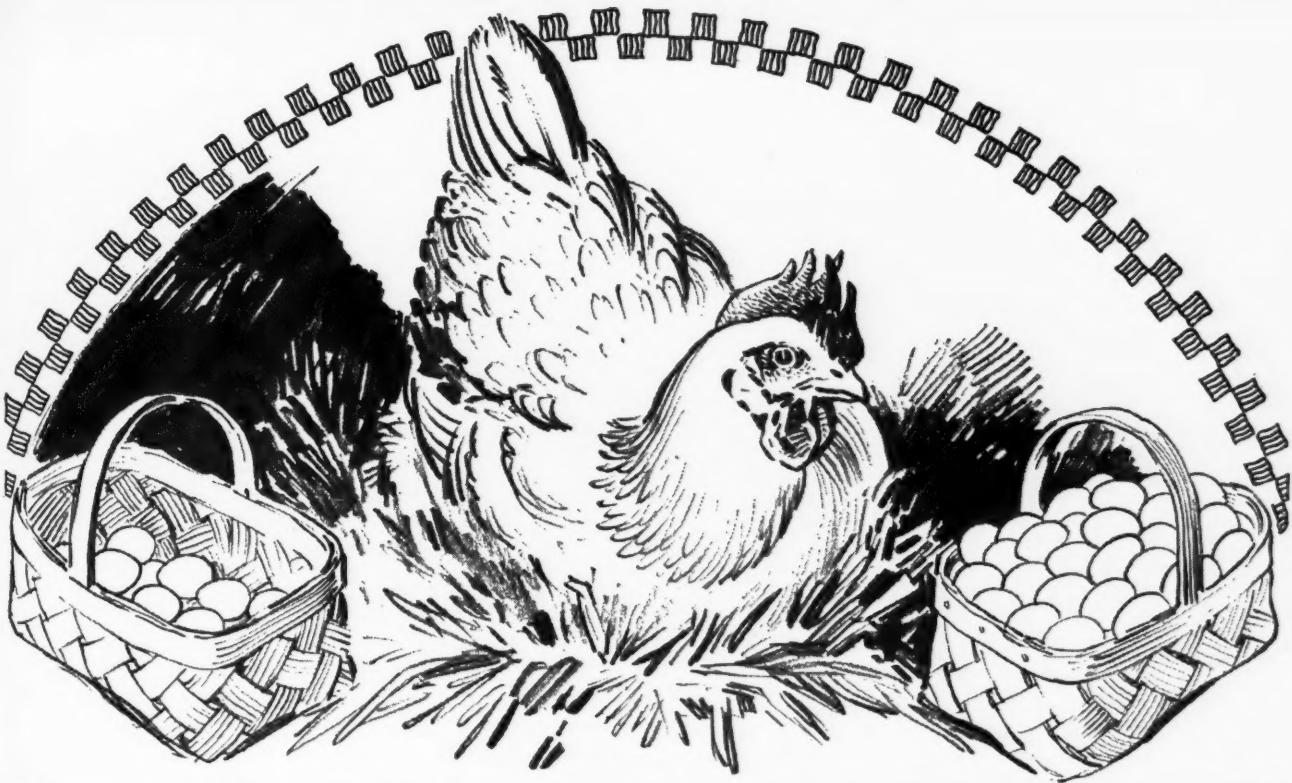
In many cases, photographs of the various operations involving the manufacture or use of the product can be used to advantage. In others, simple line drawings such as that shown in the accompanying illustration are sufficient. The simpler the illustration, the easier it is to grasp the sales point it conveys. Backgrounds and unessential detail should be eliminated in sales illustrations of this type, just as unnecessary words and complicated phrases and sentences should be avoided in the copy.

A desk manufacturer, some time ago, wanted to get over to buyers the inside story of the construction of his product. He had talked of proper bracing, grooves, tenons, mortises, and all the other technical terms used in furniture making. It was difficult to make the buyer understand these terms.

The problem was solved by using pictures—phantom views of the desks themselves showing their actual construction. The buyer could understand this type of presentation and the salesmen had an easier time talking and selling quality. The extra cost of the art work required was more than offset by the time saved by the salesmen and by increased sales.

### Jesse Neal Re-elected A. B. P. Secretary

At a meeting in New York, held November 11, the new executive committee of The Associated Business Papers, Inc., re-elected Jesse H. Neal as executive secretary for the eleventh consecutive year. Mr. Neal was the first executive secretary of the organization, his service commencing in September, 1916, at the time that the Federation of Trade Press Associations was re-organized and became The Associated Business Papers, Inc.



## Photo-Engraving Leaves No Feed Unsold

Picture a package and the product will sell, because you identify it in the public mind. Go farther and portray the environment in which it is made, sold or used and you establish its market.

Photo-engraving has helped to establish many odd and interesting businesses—among them the poultry feed industry.

The picture of the healthy, productive hen and her happy family "leaves nothing untold."

The feed manufacturer who uses photo-engravings most, prospers best, because his appeal is universal—it cannot be misunderstood.

The American Photo-Engravers Association numbers in its membership many craftsmen who make printing plates so graphic that, like the porcelain nest egg, they would carry conviction even to an unlettered hen.

The biographical booklet "The Relighted Lamp of Paul Revere" supplied on request.

*Joe Traller*



The tools of advertising have developed in keeping with American progress in other lines. Today photo-engraving affords advertisers possibilities that were unknown a few years ago. Rotogravure presses, multiple color presses, the stupendous increase in color advertising, larger editions of newspapers and increased competition for attention, all have thrown a very heavy burden on photo-engravers. In my humble opinion, good photo-engravers are able to solve most of the printing problems that are worrying advertising directors, art directors, advertising managers and agencies—IF the photo-engravers are brought into the picture from the start.

Photo-engraving is so technical that problems must be solved by those who are familiar with the technical factors. It has been proved time and time again that slight variations in the effect of advertisements frequently have a tremendous effect on their pulling power. Those who prepare advertising should seek the advice and help of engravers when there is still an opportunity to follow their suggestions in making over originals, the selection of screens, etc.

Advertising owes sincere appreciation to certain photo-engravers who have given so freely of their time and money to advance advertising through their art.

*Edw. J. Hall*

Vice President Ralston Purina Company  
President Association of National Advertisers

# AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1926, American Photo-Engravers Association

# Quality That Bespeaks Quality

**J**OHNS-MANVILLE, Inc., employs quality sales literature to convey a strong impression of quality for this company's asbestos shingles. A beautifully illustrated booklet, entitled "The Book of Roofs," is typical of the quality that bespeaks quality.

While the cover design for this booklet is simple, it invites interest and attention to the inside pages by showing a hint as to the contents through a latticed window cut-out of the cover stock through which the illustration on the opening page appears.

The exhibit shown in conjunction with this article shows how the bulk of the sales story is carried through illustrations which are reproduced in full color. The selection of beautiful and unusual home designs is a factor in securing and holding the attention of those who are building or planning to build a home. Various colors predominate in each illustration showing how the different colors of the shingles harmonize with varying color combinations for the houses themselves.

The sample pages shown here illustrate the point that when effective pictures are used but little type matter is required in order to carry the sales message to the reader.

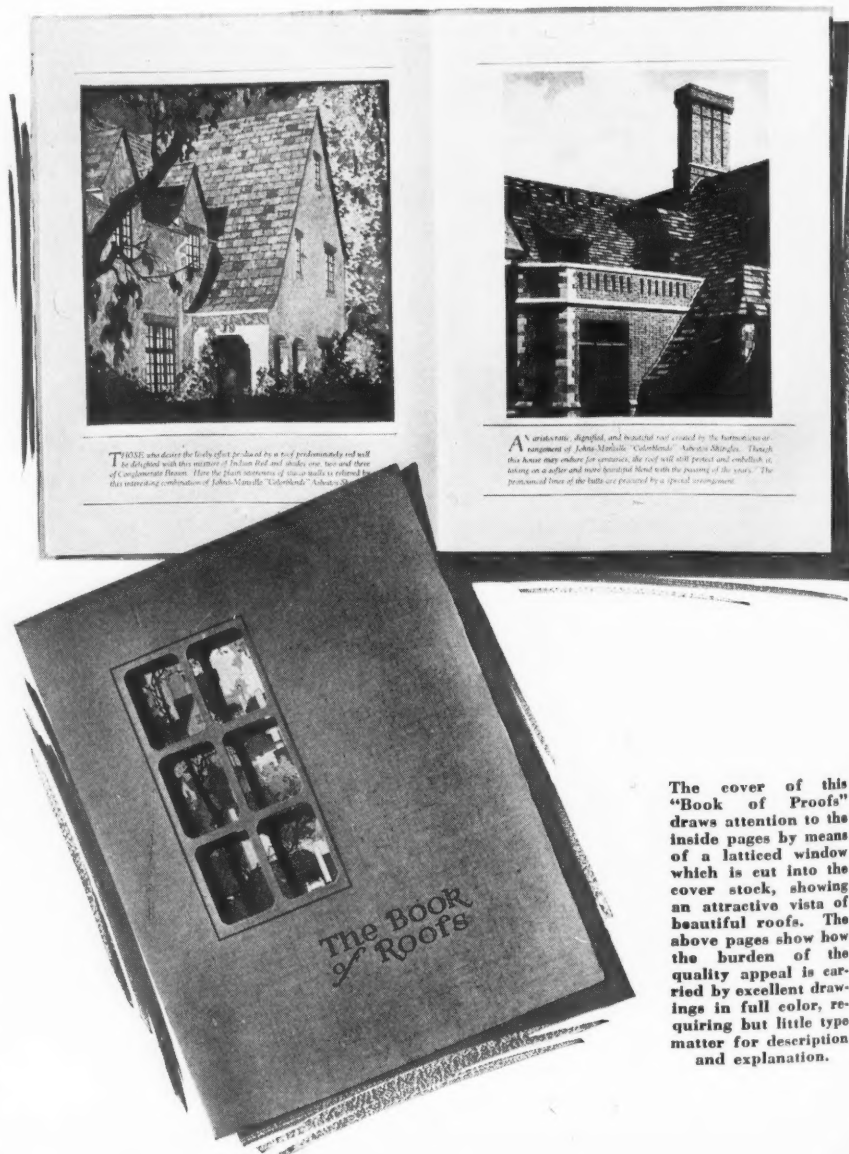
These illustrations lose none of their sales power through reproduction because the engravings are of high quality and are printed on high grade paper stock with excellent presswork. Too many advertisers take it for granted that a beautiful drawing or painting in colors will almost automatically reproduce itself and therefore it is not necessary to take pains in selecting an engraver who can follow copy and instructions intelligently and is equipped to produce quality half-tones and etchings. On the other hand, there are those who leave no stone unturned in searching for the best engravings obtainable and then turn the printing over to the lowest bidder who specializes on price instead of quality production. In both cases,

the results are a bitter disappointment.

The Johns-Manville booklet is an example of what can be done when sales literature of high character is properly conceived, planned, and produced. While the cost figures on this booklet are not available, a brief examination shows that the cost was but little, if any, more than many ordinary pieces of sales literature that do not carry half the impression of quality because the buyer tried to save a few pennies on art work, engravings, presswork, or paper stock—the vital factors that play an important part in the production of quality sales literature. As a matter of fact, merely spending unlimited amounts of

money does not always insure quality in the finished booklet or catalog. It is just as easy to over-dress a piece of sales literature as it is for the individual to put on too many frills. More depends upon the good taste with which the type face is selected and the page layouts are handled.

The modern advertiser has the advantage over the pioneers because there are a host of beautiful type faces now available either in machine composition or in hand-setting. He can run large blocks of type matter without sacrificing too much in the way of interest and legibility. He can employ captions and boxes that delight the eye. All these details make for quality.



The cover of this "Book of Proofs" draws attention to the inside pages by means of a latticed window which is cut into the cover stock, showing an attractive vista of beautiful roofs. The above pages show how the burden of the quality appeal is carried by excellent drawings in full color, requiring but little type matter for description and explanation.



## What Is the Value of a Good Cover?

**K**NOWING the advantage of a pleasing first impression, your salesmen are supplied with good-looking substantial brief cases and an attractive display of samples. No reasonable expense is spared to assist in gaining the favorable attention of the buyer.

Give your silent salesmen the same chance to succeed. Your catalogs, sales manuals and data books must meet the hardest kind of competition for the attention of the buyer—they stand or fall largely on their personal appearance.

An attractive, attention compelling appearance combined with Molloy quality of materials and craftsmanship assures the Molloy Made Cover being in service long after other books have gone to the scrap heap. They are stronger and will wear longer than ordinary cloth, leather or paper covers and the cost is very moderate. They are made to order for all types of books or binders.

Tell us about the catalog or other books that you are planning to issue and let us submit sketches in which we will incorporate a Molloy sales idea that will give your covers greater value and longer useful service. There is no obligation.

*Commercial Covers for Every Purpose*

# MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

2869 North Western Avenue  
Chicago, Illinois



Sales Offices in  
Principal Cities

## *A Lesson in Booklet Making*

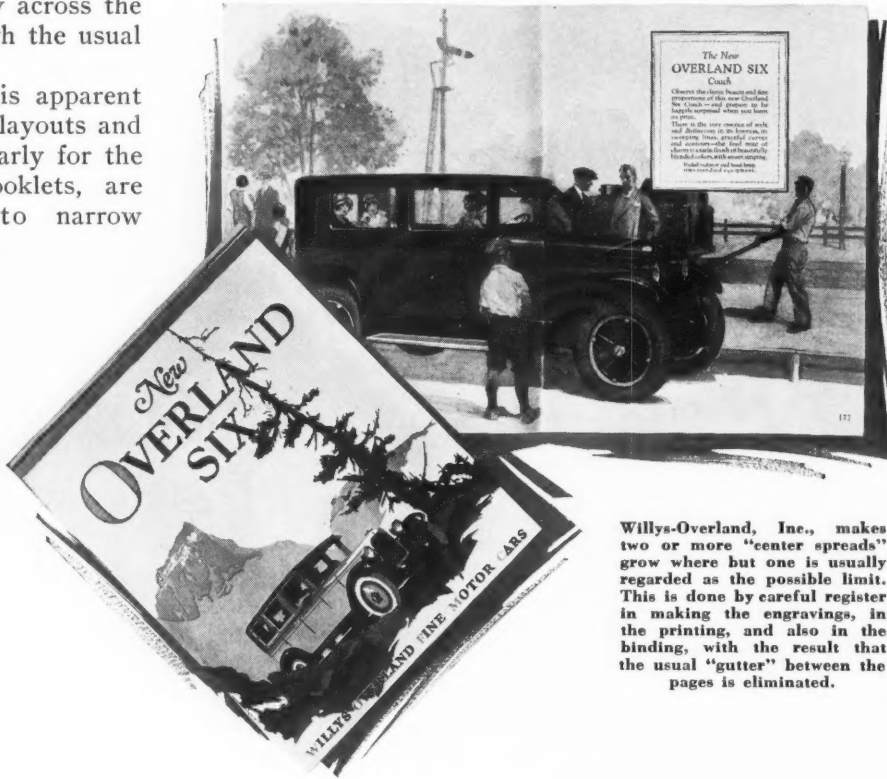
**A** BOOKLET featuring the new Overland "Six," issued recently by Willys-Overland Inc., offers many suggestions to advertisers in other lines who are seeking to break away from stereotyped forms of booklet layout. Under ordinary conditions, there is but one "center spread" in a booklet—the two facing pages in the center of the booklet made up of a continuous sheet, folded in the center and permitting the printing to carry across the page and through the usual "gutter."

Because of this apparent limitation, page layouts and designs, particularly for the smaller size booklets, are usually held to narrow limits with the necessity of allowing the "gutter" to break the continuity between facing pages plus the fact that this inner margin cuts down materially on the space available on each page for type matter or illustrations. When the center spread is reached, however, these limitations disappear. The result is that the most interesting pages in many booklets and those which attract the eye most easily are to be found in the center. In fact, the center spread frequently surpasses the other pages to the extent that they suffer by comparison.

The Willys-Overland booklet overcomes this limitation by a skillful combination of engraving, printing and binding which results in a booklet with no less than six "center spreads," each eliminating the gutter. The accompanying illustration showing one of these spreads shows the effect that has been obtained. While the manner by which these effects have been

attained may not be understood by the layman, and although he may not appreciate the skill which makes them possible, he is attracted to this booklet because it is "different" and the difference arouses his interest.

To the advertising man, versed in printing operations and technique, the booklet is even more interesting because it emphasizes the value of quality work. The pro-



Willys-Overland, Inc., makes two or more "center spreads" grow where but one is usually regarded as the possible limit. This is done by careful register in making the engravings, in the printing, and also in the binding, with the result that the usual "gutter" between the pages is eliminated.

ideas are of little value unless they are carried out by producers who have the necessary skill and equipment available. The point is this: that the quality production organization that specializes on quality sales literature and is equipped to turn it out is an asset to the advertiser of far greater value to him than the price he pays for quality literature. It is able, just as in the Willys-Overland case, to carry out plans and ideas which make sales literature distinctive and effective which the ordinary quantity production organization is unable to grasp or is not equipped to produce.

Such advertising cannot be planned and turned out in a hurry. The curse of many direct mail campaigns is the speed with which they are designed, planned, written and printed. Good work of this kind re-

quires time for careful thought and skillful planning.

The Willys-Overland direct mail advertising department has become one of the keystones of their entire sales and advertising program. Adequate time is allowed for the planning and preparation of all direct mail appeals because direct mail advertising in this organization is more than an afterthought or something to be used in an emergency.

Too much direct mail advertising is the result of someone's sudden desire to "get-out-a-booklet" or "send something to dealers." No campaign ever lost in pulling power by allowing time to build selling appeal into every piece.

# Chieftain Bond

**T**HE MAGIC OF COLOR! Fourteen attractive shades besides white to weave into any sales plan and give just the distinctive touch that lifts *your* advertising out of the beaten path—the touch that makes for increased returns. This is what CHIEFTAIN BOND gives to advertiser and printer besides a strength, a crisp character and a quality feel that have made it a leader in its class. Try it.



*"Note the Tear and Wear as well as the Test"*



## DISTRIBUTORS

ALBANY, N. Y. \_\_\_\_\_ Potter-Taylor Paper Corporation  
BALTIMORE, MD. \_\_\_\_\_ Barton, Duer & Koch Paper Co.  
BOSTON, MASS. \_\_\_\_\_ W. H. Claflin & Company  
BUFFALO, N. Y. \_\_\_\_\_ Holland Paper Co.  
BUTTE, MONT. \_\_\_\_\_ Minneapolis Paper Company  
CHICAGO, ILL. \_\_\_\_\_ Parker, Thomas & Tucker Paper Co.  
CINCINNATI, OHIO \_\_\_\_\_ Standard Paper Company  
CLEVELAND, OHIO \_\_\_\_\_ Petrequin Paper Company  
COLUMBIA, S. C. \_\_\_\_\_ Epes-Fitzgerald Paper Co.  
DALLAS, TEXAS \_\_\_\_\_ E. C. Palmer & Co., Ltd.  
DENVER, COLO. \_\_\_\_\_ Carter, Rice & Carpenter Paper Co.  
DES MOINES, IOWA \_\_\_\_\_ Carpenter Paper Company of Iowa  
DETROIT, MICH. \_\_\_\_\_ Whitaker Paper Co.  
DULUTH, MINN. \_\_\_\_\_ Peyton Paper Co.  
HOUSTON, TEXAS \_\_\_\_\_ E. C. Palmer & Co., Ltd.  
INDIANAPOLIS, IND. \_\_\_\_\_ Century Paper Company  
JACKSON, TENN. \_\_\_\_\_ Martins-Currie Paper Co.  
KANSAS CITY, MO. \_\_\_\_\_ Kansas City Paper House  
LANSING, MICH. \_\_\_\_\_ Dudley Paper Company  
LOUISVILLE, KY. \_\_\_\_\_ Southeastern Paper Company  
LOS ANGELES, CALIF. \_\_\_\_\_ Western Pacific Paper Company  
MILWAUKEE, WIS. \_\_\_\_\_ Allman-Christiansen Paper Company  
MINNEAPOLIS, MINN. \_\_\_\_\_ Minneapolis Paper Co.

NEW ORLEANS, LA. \_\_\_\_\_ E. C. Palmer & Co., Ltd.  
NEW YORK CITY \_\_\_\_\_ F. W. Anderson & Company  
OKLAHOMA CITY, OKLA. \_\_\_\_\_ Kansas City Paper House  
OMAHA, NEBR. \_\_\_\_\_ Field-Hamilton-Smith Paper Co.  
PHILADELPHIA, PA. \_\_\_\_\_ D. L. Ward Company  
PITTSBURGH, PA. \_\_\_\_\_ Seyler Paper Co.  
PORTLAND, ORE. \_\_\_\_\_ Blake, McFall Company  
PROVIDENCE, R. I. \_\_\_\_\_ Paddock Paper Company  
PUEBLO, COLO. \_\_\_\_\_ Colorado Paper Co.  
RALEIGH, N. C. \_\_\_\_\_ Epes-Fitzgerald Paper Co.  
RICHMOND, VA. \_\_\_\_\_ Epes-Fitzgerald Paper Co.  
ROCHESTER, N. Y. \_\_\_\_\_ Hubbs & Hastings Paper Co.  
ST. LOUIS, MO. \_\_\_\_\_ Acme Paper Company  
ST. PAUL, MINN. \_\_\_\_\_ E. J. Stilwell Paper Co.  
SAN ANTONIO, TEXAS \_\_\_\_\_ San Antonio Paper Company  
SAN FRANCISCO, CALIF. \_\_\_\_\_ General Paper Company  
SPOKANE, WASH. \_\_\_\_\_ Spokane Paper & Stationery Co.  
SPRINGFIELD, MO. \_\_\_\_\_ Springfield Paper Company  
TACOMA, WASH. \_\_\_\_\_ Tacoma Paper & Stationery Co.  
TAMPA, FLA. \_\_\_\_\_ E. C. Palmer & Co., Ltd.  
TOLEDO, OHIO \_\_\_\_\_ Ohio and Michigan Paper Co.  
WASHINGTON, D. C. \_\_\_\_\_ Barton, Duer & Koch Paper Co.  
WILKES-BARRE, PA. \_\_\_\_\_ Barton, Duer & Koch Paper Co.  
WORCESTER, MASS. \_\_\_\_\_ Charles A. Esty Paper Co.


EXPORT—NEW YORK CITY, American Paper Exports, Inc., and Parsons & Whittemore, Inc.  
ENVELOPES—WAUKEGAN, ILL.—National Envelope Co., Div. United States Envelope Co.  
WORCESTER, MASS.—Logan, Swift & Brigham Envelope Co., Div. United States Envelope Co.

# NEENAH

## PAPER COMPANY

*Neenah, Wisconsin*

Makers of  
OLD COUNCIL TREE BOND  
SUCCESS BOND  
CHIEFTAIN BOND  
NEENAH BOND

Check the  Names

WISDOM BOND  
GLACIER BOND  
STONEWALL LINEN LEDGER  
RESOLUTE LEDGER  
PRESTIGE LEDGER

*Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes*



SALES MANAGEMENT—NOVEMBER 27, 1926

## Troy's Importance



Metropolitan Troy is of equal importance with other second class cities of New York.

Troy's industries are varied and include the manufacture of bells, boilers, blowers and fans, chains, collars and cuffs, fire hydrants, furnaces, fire brick, knitting machines, knit goods, laundry machinery, locomotive specialties, merchant iron, malleable iron and steel, marine engines, paper, paint, rivets, rail joints, scales, shirts, stamped tinware, thermometers, valves, underwear, varnish and other products.

Metropolitan Troy has a population of 118,140, and is dominated by The Troy Record to the practical exclusion of outside newspapers.



## THE TROY RECORD

*National Advertising  
Representatives:*

**CHAS. H. EDDY COMPANY**

NEW YORK: Park-Lexington Bldg.

CHICAGO: Wrigley Bldg.

BOSTON: Old South Bldg.

## A Testimonial Booklet That Talks the Buyer's Language

PROBABLY it is because I am passing through the trials and tribulations of building my own home that I was attracted by a booklet issued recently by The Insulite Company setting forth the advantages of its product in an interesting and convincing fashion. Of all the material sent me by various manufacturers of building materials and equipment, this booklet seems the most human in its appeal.

The title itself, "Our Fourth House," is bound to arouse the interest of the prospective builder because his first desire is to avoid the mistakes his friends and acquaintances have made in building while he secures all the benefits of their experiences. The man who builds his first house finds out a lot of things he didn't know which he

plans to correct or include in the "next one." A word, therefore, from one who has put up four homes carries considerable weight and he is regarded somewhat as a person in authority.

The text matter of the booklet consists of a letter supposed to have been written by George Smith to his brother, Frank, outlining his experiences in building the four homes he has lived in. The letter is written in a free and easy style just as one brother would use in writing to another. In it, the writer sums up his experiences in former homes as compared with the last one in which he has used Insulite. He brings out the saving in fuel that is made possible, the comfort of the house in warm weather, the waterproof character of the material as proved



This booklet does not look like a testimonial piece, but the title is sufficient to catch and hold the interest of anyone who is about to build or buy a home. The inside pages are made up of a letter supposed to have been written by George Smith to his brother. A clever postscript to the letter gives the clue to the name of the advertiser and the name of his product.

by a leaking radiator, and other advantages, as his own experiences. This is much more convincing to the buyer than the cold statements and claims made by the manufacturer direct.

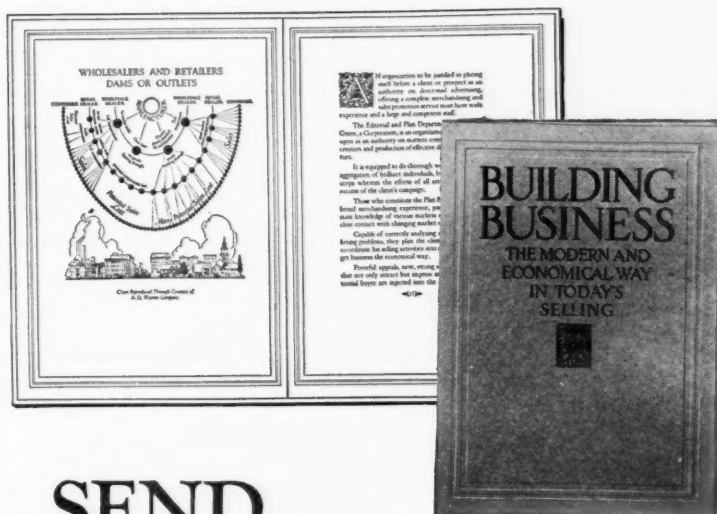
No mention of the company making the product is made until the end of the letter and this is contained in a clever P. S. suggesting that the brother, Frank, write to The Insulite Company for more information about proper insulation and mentioning the fact that the company maintains a big corps of insulation engineers whose advice will not cost a cent.

The idea is not spoiled at the end, as so often happens, by the manufacturer's stepping into the picture and showing that he was merely hiding until the letter carried its sales points and the buyer was ready for closing. The Insulite Company wisely avoids intruding into the suggested privacy of a personal letter, depending upon the postscript to carry the hidden signature which the buyer will find as he finishes the letter.

I do not know, of course, whether this letter was actually written by George Smith to his brother, Frank. It doesn't matter, anyway. The point is that the manufacturer skillfully places his sales arguments in the mouth of an outsider who can boost and praise to his heart's content without seeming to brag. The Mennen people have been successful at this sort of thing through their "Jim Henry" advertisements. Other concerns have applied the idea successfully, also.

Testimonial letters from actual users are, of course, valuable ammunition in convincing the prospective buyer that the product will do what the maker says it will. Unsolicited testimonials, however, are sometimes hard to get. By creating a character such as George Smith or Jim Henry, the advertiser can step out of the picture at will and thus increase the effectiveness of his sales messages.

The advertising of the Dennison Manufacturing Company will be handled by G. Lynn Sumner Company, Inc., of New York, beginning January 1, 1927.



## SEND FOR THIS INFORMATIVE BOOK on Planned Sales Promotion.

*A copy will be sent without charge to anyone concerned with the formulating of advertising programs.*

**T**HE business of William Green, a Corporation, is planning, developing and producing direct sales promotion campaigns. Its functions include Industrial and Commercial Research and Analysis, Planning, Writing, Illustrating, Printing, Binding, Addressing and Mailing.

A representative will be glad to explain in greater detail how these facilities may be engaged complete or in part without disturbing your present advertising program in any way.

*No obligation is implied  
in requesting the book or  
asking that a representa-  
tive call.*

## WILLIAM GREEN

*a Corporation*

**Complete Direct Advertising Service  
and Counsel**

**Sales Promotion • Marketing • Merchandising**  
Offices: 627 West 43d Street, New York City

**Free** Booklet explaining L M S  
unusual Warehousing Plan  
mailed free on request

# Warehouse Storage at unusual saving

**Here's real news! Storage rates in Britain from one-half to one-seventh of current American rates.**

You can save money right now on shipments to Britain by using the new L M S storage service. The L M S owns and operates 350 storage warehouses at its terminals in practically every important industrial center throughout Britain. Storage capacity exceeds 100,000,000 feet. Direct rail connections between warehouses.

The L M S is the only British Railroad serving with its own railroad all major British ports. All merchandise is delivered right through to store door with its own teams and trucks. 1,300 motor trucks and 10,000 teams continuously employed.

Recently a prominent American Exporter sold merchandise to a British customer for future delivery. He shipped directly to the L M S warehouse in buyer's home town in England where it was held at a mere fraction of cost which same storage would be anywhere in the United States. Delivery of the merchandise was given to buyer by special L M S motor truck service on exact delivery date.

In addition to the example quoted, authentic bulletins will be published from time to time demonstrating how L M S Service assists American business. Watch for the next example—it will pay you!

## LONDON MIDLAND & SCOTTISH

RAILWAY OF GREAT BRITAIN

THOMAS A. MOFFET

Freight Traffic Manager in America

One Broadway

New York City

THE ONLY BRITISH RAILROAD WITH AN  
ACTIVE FREIGHT DEPARTMENT  
IN AMERICA

## Constructive Advertising Cooperation

(Continued from page 923)

wants to show how tractors prepare the soil, plant the seed and harvest the grain.

"It may be a lumber company or furniture manufacturer who wants to show modern tractor logging methods.

"It may be an oil refiner or distributor, a bearing manufacturer or a steel mill that wants to show an important user of its products.

"It may be in any of a score of other connections that you want to show a tractor. So, please remember—when you picture a tractor, picture a modern one.

"The enclosed 'scrap' will assist you in that aim."

Thus, the company suggests many uses for the material and gains the good-will of the artist or art director while it gains valued publicity in having its product shown in more advertising illustrations. There are other makes of tractors, of course, but it is safe to assume that the artist will not conduct an extensive research into

tractor design when he has this compact folder full of useful suggestions at hand.

If there is any question as to whether this folder will be kept for reference and use, just step into any commercial art studio and ask the artist if he keeps a file of "scrap."

If advertising is to continue to develop as a successful force in creating confidence, desire, and demand, there is room for more cooperation along this line among manufacturers who are willing to make an investment in the interest of the industry which pays real dividends in good-will. As one sales executive said recently while talking about a project carried out by his company "for the good of the industry," "The unexpected returns from this unselfish venture exceeded the results we usually expect from plans selfishly conceived strictly for our own benefit. We feel that this is usually the case when a good deed is done without anticipating a reward."

## Giving the Dealer the Help He Needs

(Continued from page 921)

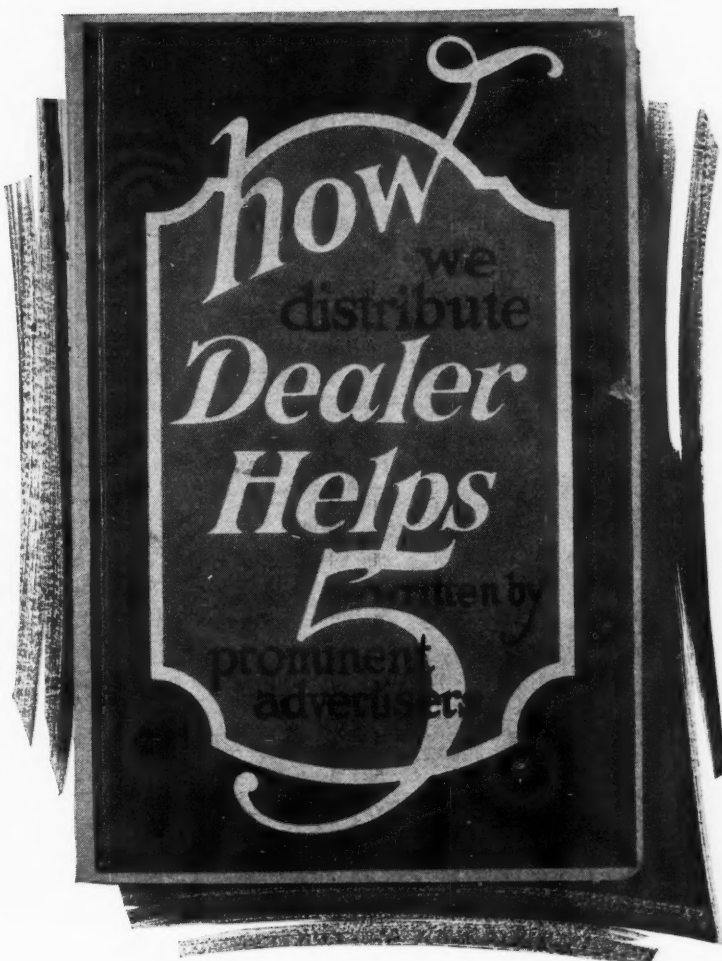
shown. They are furnished, however, without charge. A letter is also written to the customer, telling him that the display material has been sent to him."

This plan of showing the value of the display material on the invoice, even though it is furnished without charge, would seem to be an effective way for showing the dealer the actual value of the dealer helps provided for him. If the dealer knows what this is worth, he is less likely to waste it.

Where the merchandise is distributed through the jobbing trade, some display material is furnished to the jobbers for re-distribution to their dealers. However, as stated by Mr. Sampson, the factory prefers wherever possible to make the distribution of dealer helps direct to the dealers. The result is that, in most instances, the jobber simply forwards requests for

displays and other helps which he receives from his dealers, on to the factory where the material is shipped direct. This gives the home office a better opportunity to keep a complete record of the distribution of advertising material and strengthens the relation between jobber, dealer, and factory.

Since display plays an important part in the retail merchandising of stationery, White and Wyckoff salesmen are provided with photograph albums showing the various displays available. In selling the line, Mr. Sampson reports that they pay as much attention to the display features as they do to the merchandise itself. As a result, the dealer is sold on the value of good display in moving his stock and therefore the company has little difficulty in getting the dealer to give the merchandise prominent display.



The Multiplex Display Fixture Company could easily have written a booklet on how to distribute dealer helps based on the experiences of some of its customers. Instead, it gives the booklet weight by having the customers write it themselves. Aside from its advertising value, the booklet is a constructive contribution to advertising because it contains real facts on a timely question.

## Aiding the Distribution of Dealer Helps

THE question of distributing dealer helps is of as much importance as the matter of producing the helps themselves. Perhaps the greatest developments in direct mail advertising will come in distribution methods in the next year or two. The quality and variety of sales literature provided as dealer helps have improved considerably in the last few years. Methods for distributing this material on an equitable and practical basis so that all distributors and dealers will get all the help they need and will use that help to advantage, are coming in for their fair share of consideration now.

As yet, however, there is much difference of opinion among manufacturers as to whether or not the dealer should pay for material prepared for him and, if so, how much. Should advertising material

be furnished only at the request of the dealer or is it best to make an allotment and send each dealer his share whether he asks for it or not? How can the advertiser get the dealer to use this material after he once gets it? These and other questions are coming up constantly and there is great difference of opinion as to the correct answers.

In view of this situation, a booklet entitled, "How We Distribute Dealer Helps, written by Five Prominent Advertisers," treats a timely subject and has unusual attention value. The Multiplex Display Fixture Company uses this effective approach as a means of interesting buyers in its equipment for the display and distribution of dealer help materials. By bringing to advertisers the information regarding methods for distributing

## HOW TO MAKE 1927 a RECORD BREAKER

THE time has passed when any manufacturer can forge his way to the top and then float along on past success. The manufacturer who slows up his sales and advertising effort is soon pushed aside by competitors who are more aggressive.

Skill in planning and in carrying out the plan; ability to grasp new sales opportunities; vision to see new markets and the courage to develop them are necessary now as never before.

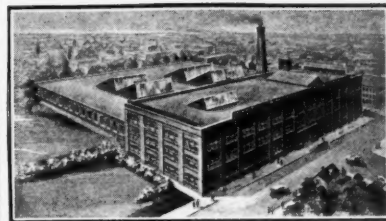
Yet, in the face of the keenest kind of competition, many concerns are striding ahead to leadership because they allow no opportunity to pass, no market to go unworked. Rewards in great measure await those who have the will, the foresight, and the courage to keep fighting.

Study the methods employed by these leading companies and you will note the importance which these concerns attach to Direct Mail Advertising. Once upon a time, Direct Mail was simply a dignified name for "printing". Now it is recognized as a dynamic force in sales building, the equal of any other advertising medium in building sales.

Selecting the proper Direct Mail organization warrants as careful consideration as you would give to the selection of an advertising agency. Making the proper connection is the first step in preparing for a record-breaking sales volume in 1927. By selecting this organization you'll have the backing of more than 40 years of experience in successful Direct Mail Marketing. You can't afford to gamble for 1927.

## The Cargill Company

Marketing  
Complete Printing Service  
GRAND RAPIDS  
MICHIGAN





## Contact — the Dealer with his Local Market

The retailer, like the manufacturer, has his problems of competition.

Shoes or radio, groceries or electrical refrigerators, drugs or automobiles, the dealer is everlastingly confronted with a contest for the retail trade of his community.

He must compete in store appearance, service, price, courtesy, location, and—

In advertising . . . in keeping his name constantly before his likely market.

For most retailers Direct Mail is the **ONLY** logical medium of outside-the-store advertising . . . sales promotion.

Electrograph specializes in dealer-to-consumer Direct Mail . . . to the consumer . . . through the dealer . . . for the factory. Electrograph creates, prepares produces and *distributes*.

The dealer receives regularly from Electrograph packages of carefully prepared Direct Mail, imprinted for him, addressed to his local consumers, sealed, stamped . . . *all ready to drop in the mail box.*

Electrograph brings to the service of manufacturers the study, application and equipment that makes an exact science of what was formerly haphazard experiment.

Electrograph dealer-to-consumer Direct Mail *completes* locally—around your dealer's store—the advertising you start nationally.

THE ELECTROGRAPH COMPANY  
Home Office: 725 West Grand Boulevard - Detroit, Michigan

# Electrograph

Created **DIRECT-MAIL** Localized  
Individualized  
Distributed

In Illinois, Electrograph Advertising Service, Inc., Chicago, is licensed to operate under Electrograph patents.

dealer helps used by other concerns, it enables them to adopt definite plans for their own distribution and, naturally, opens the way for the discussion of Multiplex equipment and its advantages.

This is an effective application of the use of testimonials which goes farther than simply pointing out the good features of the product. The descriptions of distribution methods contained in the booklet are written by the advertisers themselves and are not confined solely to the manner in which they use Multiplex equipment, but cover their plans in general as well. These outlines offer suggestions to advertisers in other lines and, as a result, the booklet builds good will because it provides useful information.

Each of the five plans outlined by the particular advertisers who contributed to the booklet is summed up by means of an editorial comment, written by the manufacturer, which points out the possibilities for using similar plans in other lines of business. No particular stress is laid on the use of the equipment mentioned, thus keeping the suggestions unbiased.

Just as the Multiplex Display Fixture Company has used the plans and methods of others as a means of showing buyers how to use the product, so can this booklet serve as an example to other advertisers as an effective use of testimonials and a successful hook-up between the sales presentation and subjects of timely interest. As market conditions change from month to month and year to year, the wise advertiser shapes his appeal to gain the timely advantages that present themselves.

### Courier-Journal Commemorate 100th Anniversary

In commemoration of the one-hundredth anniversary of its founding, the Louisville, Kentucky, "Courier-Journal" issued a 96-page edition in rotogravure on November 22. This section, delivered as a part of the regular issue, was designed as a pictorial survey of the past century, embracing a sketch of the newspaper and its progenitors, as well as a historical survey of Louisville and Kentucky.

# Fostering a Better Understanding of Advertising Agency Contracts

A Review of "Check-List Contracts For Advertising Service," a New Book by Lynn Ellis

By Roy W. Johnson

THE delightful informality and charming vagueness that has characterized the relations between advertising agents and their clients is familiar enough to almost anyone. Contracts involving the expenditure of possibly millions of dollars have been entered into upon no more definite basis than a "letter of authorization," testifying to the fact that a relation of principal and agent has been set up.

## The Agents' Work

Neither the extent of the agent's authority nor the limit of the principal's responsibility is clearly defined, and the service that the agent is to render is to be determined "as circumstances may require." It is understood that the relationship may be terminated by either party at any time, and no clear provision is made for disposing of transactions that are only partly completed when the contract comes to an end.

This is common knowledge, and there is no need to elaborate it. The results are frequently unfortunate, but neither party can be very seriously blamed for the lack of a definite and specific understanding. The facts that the agent's chief remuneration comes in the form of a discount granted by third parties; that the uncertainties of advertising are such that few advertisers would be justified in committing themselves in advance; that agency service itself is so largely indefinite and intangible; and many more, conspire to create a situation where the framing of a concrete and comprehensive contract looks to be as big a job almost as the placing of the advertising itself. The task alone of determining just where the agent's authority and responsibility begin and end is formidable. There is no consensus of opinion on this

point, even among the agencies themselves.

As Mr. Ellis expresses it, in his preface to the volume now under review, it has been the advertising agent's job to carry a message to Garcia, only he was to frame it up after he found him. In an enterprise of this sort, neither party is very seriously to be blamed for failure to make it the subject of a definite contract.

Now Mr. Ellis has entertained the rather ambitious project of providing a remedy for this situation, and the present volume is the result. Superficially it is a series of contract forms, to be used in connection with various branches or phases of agency service, together with the text of an expository document in which all terms are defined and the various functions are explained and classified.

## Increasing Demands for Service

Actually, however, it is considerably more than that. For Mr. Ellis has endeavored, very successfully I think, to provide a map or chart of the territory hitherto actually covered by agency service, and to indicate thereon the respective duties and obligations of both parties. The fact that this classification of functions and obligations is mainly expressed in the formalities and redundancies of legal terminology is assurance that it is not "easy reading," but should not blind anyone to its intrinsic value to agency and advertiser alike.

Mr. Ellis says that during the ten years of his service with the H. K. McCann Agency, he was possessed of a fiend that kept reiterating, "That sort of thing will come up again—don't lay it away—work out the way it's to be done next time and write it, chart it, fix

it. You're the boss—you must pay the penalty—the people under you have a right to know in advance how you want them to work." At first it seemed purely an internal problem to be solved within the agency itself. But gradually it was perceived to be considerably broader than that. Rising costs and increasing demands for service from clients led to a very serious consideration of the question, "How far should the agency go?"

## A "General Service Argument"

This led, indirectly and after some time, to a revision of the McCann contract (which was called a letter or "memo of agreement") and the attorneys were called in. "They floundered Summer and Fall away," says Mr. Ellis, "and finally told us flatly they couldn't draw a contract until we ourselves agreed on what we wanted in it. In December I was asked to take a shot at it. The next four months I am afraid I made my associates heartily sick of the subject, but we finally compromised on a printed form that seems so far to have done very well."

This appears to have been the inception of the idea which led to the effort to work the problem out in comprehensive fashion. The whole bewildering array of services that are from time to time rendered by advertising agencies generally were classified according to function, broken down into processes, and analyzed and defined. For each separate function an "index" was prepared, listing all of the probable or possible operations that might be involved in connection with service under it, with space in which to indicate whether or not a particular operation was contemplated as part of the contract.

Supplementary "service agreements" were drawn up for each of these major functions, and the general terms of the relationship were set forth in a "General Service Agreement" to which the supplementary agreements were designed to be attached. Truly a formidable task, and one which would hardly commend itself to the happy-go-lucky school of advertising agency procedure. As Mr. Ellis himself says in his postscript: "The reader who has come thus far may well be pardoned a species of bewilderment and a looming question mark. Where is the advertising agency, or for that matter where is any organization ready to tackle all the items in these twenty-odd service indexes?"

"Let's go back and recall that my purpose was to lay out a map. An outline map, if you please, on which each agency might block in its own scope limits and the actual zone to be covered at the time for any advertiser. And if the map shows bits of Canada and Mexico and a few islands clear off the coast, put the extras down as a factor of safety and not necessarily my idea of what an agency ought to cover."

#### A Series of Standard Forms

Now it is my impression, as I have already intimated, that this is a work of considerable intrinsic importance. It is the first time, so far as I know, that anybody has tried to chart the territory actually covered by agency service, and to fix boundaries that are not purely rhetorical. The author's purpose, of course, is to provide a series of more or less standardized contract forms, which will be widely used in actual practice, or which can be adapted to fit individual conditions. That may happen or it may not.

There will doubtless be considerable resistance among those agency brethren to whom the fateful word "contract" is a bugaboo. But the book is worth ten dollars of any advertiser's money if it will lead him to appreciate that his relationship with his agency is a contract relationship, whether he likes it or not, and will lead further to a definite understanding on both sides as to what service is contemplated

in the contract and what is not. If that is a free advertisement for Mr. Ellis, he is welcome to it.

It is quite generally agreed that one of the major evils of the advertising business is the constant shifting about of accounts. In large part this is due, I think, to the lack of any definite understanding on either side as to what the mutual duties and responsibilities really are. The advertising agency has sold the advertiser something—but what? The advertiser has contracted to buy something—but what?

A dispute arises over some trivial and inconsequential item, and the parties proceed to "argue it out" because there is no authoritative statement anywhere to which an

appeal can be taken. Each brings in collateral incidents to bolster up his case, and by the time the correspondence has continued for a while there is a first-class grievance in the nursery. At the end of the year the advertising journals chronicle a staple item of news: that "The account of the P. D. & Q. Manufacturing Company will be placed, beginning January first, by the Blank, Dash and Asterisk Agency instead of Hyphen, Inc."

That sort of thing is wasteful and expensive, to advertiser and agency alike. There is undoubtedly no general panacea, but I think that the system of cold-blooded and remorseless analysis adopted by Mr. Ellis might prevent a good deal of it.

## What the Corporations Earned the First Nine Months

**E**ARNINGS of various companies for the first nine months of 1926 as compared with the earnings for 1925 are generally favorable. The following table compiled by the United Business Service shows the earnings of companies in various lines of business, as reported for the first nine months of 1926. An asterisk denotes fiscal year or twelve months' period.

Company	Div. Rate	Year 1925	9 Mo. 1926
<b>AUTOMOBILES AND TRUCKS</b>			
Am. La France Fire Eng.	1	1.61	0.87
Chrysler Corp.	3	5.81	3.85
Dodge Bros. "A"	—	4.02	5.58
General Motors Corp.	7	19.15	17.77
Hudson Motor	3.50	16.07	5.00
Hupp Motor	1	4.16	3.36
Jordan Motor	—	2.91	1.89
Mack Trucks	6	12.37	9.02
Nash Motor	2	54.13	5.41
Packard Motor	2.40	4.84	*6.06
Studebaker	5	8.34	6.08
Willys Overland	—	4.05	3.32
Yellow Truck	0.75	0.60	0.42
<b>AUTOMOBILE ACCESSORIES</b>			
Amer. Bosch Magneto	—	2.51	1.17
Briggs Mfg.	3	4.07	3.38
Eaton Axle & Spring	2	2.83	3.89
Gabriel Snubber	2.50	6.67	4.41
Moto-Meter "A"	3.60	8.97	3.99
Motor Wheel	2	3.74	2.64
Stewart Warner	6	12.57	8.01
<b>BUILDING EQUIPMENT AND SUPPLIES</b>			
Certain-Teed Products	4	4.64	4.67
International Cement	4	6.63	4.75
Otis Elevator	6	12.81	10.92
<b>CANDY, CHEWING GUM, ETC.</b>			
American Chicle	3	5.90	4.13
Wrigley (Wm.)	3	5.07	4.22

Company	Div. Rate	Year 1925	9 Mo. 1926
<b>CHAIN STORES</b>			
Kresge (S. S.)	1.20	21.72	2.34
United Drug	8	12.64	10.91
<b>CHEMICAL—DYE—FERTILIZER</b>			
Amer. Agric. Chem.	—	1.02	*Nil
Commercial Solv. "B"	8	13.82	9.60
Freeport Texas Co.	—	1.03	1.47
International Ag. Chem.	—	0.89	*1.30
Mathieson Alkali	4	8.42	7.05
Texas Gulf Sulphur	3	8.96	2.49
Union Carbon & Carb.	5	7.52	6.00
<b>ELECTRICAL EQUIPMENT</b>			
Allis-Chalmers	6	8.78	6.65
General Electric	3	20.46	4.17
<b>ELECTRIC LIGHT, POWER, GAS</b>			
Amer. Gas & Electric	1	4.63	*6.58
Commonwealth Power	2	2.73	*3.65
Cons. Gas & Elec., Balt	2.50	6.41	4.15
Detroit Edison	8	12.27	8.70
North American	10%stk.	3.12	*3.82
Peoples Gas Lt. & Coke	8	11.55	*12.57
Virginia Elec. & Power	2.50	1.72	*4.07
<b>FOOD AND FOOD PRODUCTS</b>			
Beechnut Packing	2.40	5.38	5.06
Coca Cola	7	14.47	16.25
Continental Baking "A"	8	17.26	6.63
Corn Products	2	2.16	2.88
Fleischmann	2	3.08	2.98
National Biscuit	4	5.78	4.87
Postum Cereal	5	6.85	6.17
Ward Baking "B"	—	2.19	1.52
<b>LEATHER AND SHOE</b>			
American Hide & Leath.	—	Nil	Nil
Central Leather (Pfd.)	—	4.39	Nil
<b>MINING AND SMELTING</b>			
Butte & Superior	2	1.70	1.33
Dome Mines	2	1.69	1.37
Granby Consol.	—	Nil	5.06
Howe Sound	4	1.91	4.87
International Nickel	2	2.29	2.20
Magma Copper	3	2.34	3.30

(Continued on page 960)

# THE 1927 DARTNELL DATA BOOK *for* SALESMEN

A VEST-POCKET BOOK that any salesman will welcome and use because it provides a place to systematically record daily and monthly sales, expense and income disbursements, insurance premiums, installment purchases; as well as a daily pocket tickler to keep tab of call-backs, appointments and serves as a general jog to his memory. It is a diary, private ledger, business tickler, order record, memoranda book and information book combined into one.

## -for Your Own Salesmen

These welcome Data Books will encourage your salesmen to be more systematic in managing their work; it will give them a new and bigger conception of their opportunity with your company; it will help them to actually close business by use of the tables to drive home a sales point; it will stimulate a good salesman to greater effort because it shows him the old figures he has to beat.

## -for Customer's Salesmen

With your firm name stamped in gold on the cover panel every salesman who carries the book will think of you anywhere from two to ten times a day! Your customers will appreciate your giving their salesmen such a book because it will help to make them more productive. There is nothing selfish about such a gift and that is one reason why the men will thank you for remembering them.

## -for Your Salesmen Friends

One of these books in the genuine sheepskin binding, with your friend's name gold stamped on the cover, makes a gift that costs you little but will be prized by him more than a less useful remembrance costing ten times as much. Purchasing agents who wish to show their appreciation for cooperation extended by salesmen or to reciprocate their gifts, will find the new sheepskin book ideal.

## One Feature Alone in the 1927 Salesman's Data Book Justifies Sending It to Each of Your Men

The feature is very well written and right to the point, and ought to be of great benefit to every salesman, be he of the new or old school.—N. A. GLADDING, Vice President and Director of Sales, E. C. Atkins & Company.

I want every one of my salesmen and sales managers and the officers of our Company to read this feature, and re-read it, and have it where they can refer to it at any time. I find this article very stimulating. It gives a new meaning to the salesman's work and service. It is sound, practical and convincing. It is on the whole the best, most complete and logical analysis that I have ever read on the subject.—JOHN RODIN, President, John Rodin & Company, Inc.

I really think this feature is the most convincing common sense discussion of the business of selling that I have ever read. The copy is going to be a wonderful addition to your Data Book for 1927.—FRED S. WILLSEE, Director of Sales, The P. H. Davis Tailoring Company.

I have read this feature, and wish to say I am mighty glad we are going to have something of this sort in the Data Book. You have expressed the matter admirably and in such a way that your work will appeal to the old salesman as well as to the beginner.—C. M. FALCONER, Vice President, The Falconer Company.

This is a very fine feature, very well written, and one that, if properly read and studied, should furnish much inspiration to the average salesman.—R. L. JAMES, General Sales Manager, Libby, McNeill & Libby.

This is a splendid thing to include in the Data Book. Enclosed find order for thirty-six copies. If we were not going to receive it in this form I would ask you to let us have reprints of it to send to our salesmen.—A. H. GRAVES, H. B. Glover Company.

We are enclosing our order for the 1927 Data Books, as we believe this feature will alone be worth considerable more to our men than the cost of the book.—E. L. KOHNLE, Sales Mgr., The Monarch Marking System Co.

I have read every word of the new feature, and you seem to have covered every possible point in a very thorough manner. I am sure it will do our salesmen good to read that article.—H. W. BONNELL, Sales Mgr., Milwaukee Air Power Pump Co.

I am most heartily in accord with everything you say in this feature. Very few salesmen recognize their own ability and real value to the company.—H. H. FREY, Sales Manager, Globe Electric Co.

I am well pleased with your article, and it will surely add much to the value of your Data Book. It should be in every man's hands who styles himself a salesman, and it is advice that comes from a source no man can take exception to.—CHAS. F. STRASSNER, Hoge-Montgomery Co.

I believe that every salesman should be proud to be the owner of a book containing this feature. It is my thought now to present each of our salesmen with a Data Book the first of the year.—J. M. DREAMER, Mgr., Sales Promotion, May Oil Burner Corporation.

The new feature is very well written, and if the average salesman can see his job in the light that you have outlined it, I think he would have a truly wonderful incentive for putting into it the very best that is in him.—W. F. DILL, The Columbia Carbon Co.

It is our opinion that the article you have written for the 1927 Data Book is very good and should be helpful to the salesmen. We are going to follow our usual custom of sending these books to all of our representatives.—N. A. JONAS, Asst. Secy., Marietta Manufacturing Co.

You have told salesmen in this article something every sales manager would like to tell his salesmen; but usually puts it off, sometimes forever.—TOM LARK, Adv. Mgr., Twinplex Sales Company.

## THIS COUPON WILL BRING A COPY ON APPROVAL

THE DARTNELL CORPORATION, 4660 Ravenswood Avenue, Chicago

We are interested in the sales helps that you have developed for use as Christmas remembrances and for stimulating sales during 1927. You may send us on memo invoice, without any obligation on our part to buy, the following:

- ☐ Standard Edition  
Salesman's Data Book
- ☐ Sheepskin DeLuxe  
Salesman's Data Book

- ☐ Salesman's Edition  
Dickens' Christmas Carol
- ☐ Dickens' Letterhead  
for Christmas Letters

- ☐ Treasure Chest with Set  
of Dartnell Manuals
- ☐ Set of Dartnell Manuals  
without Chest

Send to \_\_\_\_\_

# It's Easy to Fire Salesmen

(Continued from page 888)

another territory and told him if I ever heard of his telling such tales again, he might consider himself automatically discharged. He saw the point, got down to business and has done well ever since, mighty well.

We had another man who knew this business so well no one could tell him anything at all. He knew more about how our products are made than the designers and production men and the sad part of it was, he was always telling his customers about it instead of selling them the products. We worried along with him for a long time, then I got hold of him one day and told him of my own experience; how I once got so busy telling bankers how much I knew that I didn't have time to do any selling. "You are doing the same thing," I told him. "You think you're selling on construction and quality, but what you are really doing is parading your own ego in the form of your knowledge of the product."

## He Forgot to Sell

He went right up in the air, of course. He had been selling for twenty years, and so on. "All right," I said. "But I've got a man in the organization who has little idea of how our products are made, but who knows how to sell them. I'm going to send him down here and I want you to go with him a few days and just see how he sells our line."

He didn't like the suggestion, but I gave him an alternative and he said, "All right, send him down. I've got a job for him! I'll put him in such and such a district," referring to a certain district where there was a string of banks we had never been able to sell.

The other man went down and, as luck would have it, he got the "breaks." He sold the first bank he called on, then he sold a couple of others the first day out. In two or three days he had sold more than the regular salesman was selling in as many weeks. Then he was wise enough to skip while his

record was so good, leaving the other chap for the moment utterly amazed.

I've never known another man to be so thoroughly humiliated and so abjectly repentant as was that salesman. He proved himself a real man too, big enough to hand it to the man who had helped him. He wrote me all about it, vowed he'd never again permit himself to forget that a buyer is not much interested in anything other than what the salesman's proposition can accomplish for his gain. And, while he is still marveling over the other's success in "cracking" those particular tough banks, he is now doing wonders himself right along.

## "My Buyers Are Different"

Out in the Middle West one of the salesmen I called in to a conference at a pivotal point was a big, fine-looking fellow who was really doing well in his territory—and knew it. Circumstances alter cases, though, and when I got around to a private chat with him, he began telling me what a good week he had just had, how many new accounts he had lined up this year, how he had increased his sales, and so on.

I listened to him till he had talked himself pretty well out, then I told him a few things. "Look here," I said. "You're pretty well pleased with yourself, aren't you? You've had a good week, you think. You've increased your sales and you think you've done a good job. You'll even admit that you're a mighty good salesman. Why, you aren't getting half the business you should be getting in this territory, and I'll tell you why. You are too well satisfied with yourself! You're doing fairly well and you think you're a knock-out." And so on for about a half hour.

This man had really done very well, but nothing like as well as he was capable of doing. He was a "ten talent" man who had become self-satisfied because he compared favorably with a five talent man.

He needed taking down a notch or so and being made to get out and hustle. He got it and he did, chiefly because I was able to show him from the facts I had he really hadn't been working.

Every now and then we discover that a salesman isn't selling some one line and the explanation usually is that it can't be sold to his trade or else that we can't compete with others on it.

## When Troubles Are Personal

We had a case of that kind up in New England, where our salesman insisted that the close-fisted bankers in that section simply couldn't be sold a line of high-grade leather goods we carry. They would buy the plain old black leather and nothing else. I went out with him a couple of days and sold this line to five banks in that time. He has been selling it right along ever since.

Sometimes, though, it is very difficult to discover a man's trouble. We had one man who I knew positively was a good salesman, but who had faltered badly and I had been unable to discover the cause. Finally I went down to see him to find out what was the matter. I questioned him closely and he claimed he was working hard, but just couldn't close his deals. I asked about his family affairs and found they were all right, and about just everything else I could think of, but everything appeared all right. At last I pinned him down and he owned up that he had been gambling and lost a lot of money, had got himself in debt, and was so upset mentally he was no good to himself or anybody else. He couldn't close his sales because he was mentally beaten before he ever approached the close. He had lost his self-confidence; he was in tough luck and in debt and he felt instinctively that everybody knew it.

I made him get his creditors together and pool their claims, then arranged for him to deposit a certain amount each week with a

# How about Sales in 1927?

*—will they be easier, will competition be less keen?*

**O**R WILL it be a year for real fighters — with rewards for real fighters as never before.

In such years the stronger sales organization gets the profit by getting the plus business the weaker sales organization cannot get.

Are you sure that you are doing everything in your power to make your sales organization a reward winner in 1927?

Let DARTNELL with its ten years of successful history and its contacts with literally thousands of businesses help you make sure.

Let DARTNELL send you a man who has earned over \$25,000 a year in sales positions. This man will become a part of your organization and find out what your sales problems really are. He will stay with you long enough to help you develop plans and methods to solve them. Then he will remain on your staff subject to call as a consultant for a year afterwards. He has all of DARTNELL personnel and experience back of him to make the success of his work more sure—

This is why he can give you not only "counsel" but *actual service* to make "counsel" effective!

## George L. Willman

*Specialist in these sales activities:*

Selecting, hiring and training salesmen. . . . Establishing workable sales quotas. . . . Preparing sales manuals. . . . Determining methods for basing salesmen's compensation on actual results. . . . Developing plans to enthuse and stimulate salesmen. . . . Simplifying routine for the effective check and supervision of salesmen. . . . Analyzing territory possibilities for new outlets and new business.

*[[ Mr. Willman obviously can work with only a very few clients in giving this very complete service. . . . You will have to write promptly if you believe that you might need his help in 1927. ]]*

## THE DARTNELL CORPORATION

Ravenswood and Leland Avenues, Chicago

19 West 44th Street, New York

146 King Street, Toronto



## There's "Big Game" In the West for those who hunt *New Markets*

**Y**OU men who are planning where and how to bag more sales in 1927 . . . have you looked over the rich hunting-grounds of the West?

"Quota fixing" time is a period of looking ahead . . . of building. It is the time of all times when a sales-executive should marshal his facts and figures in orderly array. It is an apt moment to consider the West.

Have you up-to-date figures on the western market for your product?

Get a new market and industrial report from Oakland.

See why 117 national manufacturers are selling from great branch factories or warehouses located in Oakland.

Get the facts. Learn why this is the fastest growing industrial district in the West. The explanation will throw light on your own marketing problems.

Send for a copy of this report . . . and convince yourself that there is "big game" here for sharp-shooting firms that want new markets and new profits.

Write today. It will be gladly sent.

..Quip..

*Market and Industrial Department*  
**Oakland Chamber of Commerce**

..Quip..

**OAKLAND ( and Alameda County ) CALIFORNIA**

*"Industrial Capital of the West"*

14-1126

bank that would distribute it among the creditors until the whole thing was cleared up.

When he had once made a clean breast of the whole matter and faced the situation like a man, he regained his courage and confidence and went out to work as he had never worked before. He paid those creditors off in a few months and his sales have increased 60 to 70 per cent since we had that little heart-to-heart talk.

Somewhat similar was the case of another salesman who was a typical "hard-luck" fellow—literally. The "breaks" seemed to be against him in everything. If it wasn't one kind of hard luck he was having, it was two kinds. I knew his family conditions and they, like his other affairs, were pitiable. Nevertheless, we worried along with him, hoping for a change in his fortunes, till he got pretty badly in debt to us and finally I had reason to believe he was lying to us.

### **The Salesman's Wife**

Then I arranged to see him and his wife together. I proceeded to tell her, in his presence, just how nearly he had come to being a crook. He was lying to us and we knew it and we wanted a clean breast of the whole thing.

Well, sir, she opened up and told all the facts that we had been trying to guess and gave me her word that if we would give him one more chance, she would guarantee that he would make good. The main trouble was, they hadn't been able to make ends meet and he had been "robbing Peter to pay Paul." I helped them make out a budget and made arrangements for him to pay up his debts in regular installments and he braced up. Our supervisor now tells me that he has never seen such a change in any other man as has taken place in this former hard-luck specialist; and the best of it is, he seems to have broken his run of bad luck.

These are some things a sales manager cannot learn at his desk; they are the personal problems of the men in the field and he must come in close personal contact with them before he can discover and correct them.

# First Hand Facts About the Farm Situation

(Continued from page 896)

three-day one cent sale. This year sales for the first day exceeded the total for the entire three days of the sale held just about a year ago.

Advertised goods abounded in all the stores. In a hardware store there was a good stock of well known tools. There was a display of cabinet type heaters of the latest style. I judge there were at least a hundred—possibly only ninety, cars parked around the court house square—most of them belonging to farmers, and it was Friday at that.

## "Waste Biggest Curse"

Getting back to farmers. We called on a young man, Gerald Greenfield, who lives in a well kept but small home south of Indianola, not far from the county line of Warren County. Greenfield raises hogs, corn, wheat, oats, and hay. With the aid of modern machinery he does all the work on a 140-acre farm which he is paying for. In 1925 he paid out forty-eight dollars for labor and so far this year not a dime.

"Waste is the curse of Iowa farmers," said Greenfield. "I wish we had more industrial towns out here so we could find a better market for our garden truck, fruit and other products. We raise a lot more vegetables than we can eat ourselves. It is a crime to see the waste. Our apples could be turned into cash if we had a better market in town. Some day when we find a solution to all this waste of products from the average farm we will have a solution to all our money matters."

Greenfield's farm is equipped with a tractor and the usual farm equipment. He has owned three radio sets. "I like to trade around. I have had a Freshman, an Atwater-Kent and now I have a Crosley receiving set," he said.

About a mile down the road live Gerald's parents. We stopped and talked with Mrs. Greenfield, a youngish appearing woman to be

the mother of a grown son. From the front porch of her neat, modern little cottage, she told us she had just finished selling from 400 to 500 chickens to her neighbors who wanted fine stock. In all she has about 800 chickens and the sales of eggs and "fryers" from this flock mount into a tidy sum each year. No wonder her home was so attractive.

Several miles further on we stopped the car and walked through the meadow to talk with a farmer named Griffin. He, with the help of a hired hand, was threshing clover. A modern, but small thresher was driven by a Fordson tractor, and we followed Griffin along with the wagon as he loaded it with clover to be hauled to the thresher.

"I have 160 acres in this place and I rent about 40 acres more. It is a pretty tough job to make a good living for two families on that much acreage. We are not kicking about the price of hogs, but prices of clothing and everything else we buy from stores are sure high. Just last week we took the family to Indianola and it cost sixteen dollars for rubber overshoes for the family—myself, wife and four children. But we are doing the best we can. I am getting a start in the dairy business. That's one reason why I just painted all the barns and outhouses white. Want to have a nice looking place."

## A Typical Progressive Farmer

Griffin's home and barns were well kept. Under a big shed he had a small fortune in the best type of farm machinery. His barns as well as his home were wired with electricity.

"But why shouldn't we have modern conveniences? Why, the average farmer in Iowa has an invested capital of better than \$25,000. He works like a dog. Yet there are many of them like myself who still bathe in an old zinc

*Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.*

## The Sure-Minded Advertising Man Uses

### STANDARD RATE & DATA SERVICE

IT GIVES him up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes--and circulations on six thousand publications in the United States and Canada.

---USE THIS COUPON!---

### Special 30-Day Approval Order

Standard Rate & Data Service,  
536 Lake Shore Drive,  
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Individual Signing Order \_\_\_\_\_

Official Position \_\_\_\_\_

## Is One Dollar Enough?

**T**HE annual investment in farm paper advertising to educate and influence more than six million farm families is only thirty million dollars—five dollars for each family—*One Dollar For Each Person on America's Farms.*

Advertisers spend five times thirty million dollars in magazines alone to reach city and town people—besides their newspaper advertising.

Farm Life will carry the story of your product to more than one-sixth of all the farm families in the United States. More than a million American farm families read it and like it. Your house can present your product in a full page in Farm Life every month in the year, for less than three cents per family—a little over half a cent per person.

T. W. LeQuatte  
*Advertising Manager*

**Farm Life**  
Spencer, Indiana

## Make Your Letters Sell Good-Will

**E**VERY executive will agree with the theory that each letter leaving his organization, whether its purpose is to buy, sell, or collect money, should build good-will in some degree. In actual practice this theory is often forgotten because no practical plan has presented itself to carry out a definite "better letter" program.

If you agree to the above theory you can put it into practice by sending for the Dartnell "Better Letter Program." It consists of thirty bulletins, citing actual letters and suggested improvements. It contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated organization for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

**The DARTNELL CORPORATION**  
Publishers of "SALES MANAGEMENT"  
4660 RAVENSWOOD AVE. CHICAGO, U. S. A

washtub. We want, and by gosh, we are entitled to, better conveniences. For one I am going to have them too. And that's why I'd like to see Lowden elected president. I believe he could help the farmers."

Griffin said he bought nothing from mail order houses, and the family only went to Des Moines for shopping "when we have to keep up with the Jones." They go to Des Moines about once a month, but not always to buy. Most of the family shopping is done in Indianapolis. "I am trying to standardize on International Harvester Company farm equipment because we can get good service on repairs. I wouldn't buy any machinery from the mail order houses, because we can't get repairs promptly," explained Griffin.

Show Griffin how a new product will add to his convenience or comfort, and he'll find the money to buy it.

In the northern part of Iowa they have raised the biggest crop of wheat ever known. Money is plentiful up there. I mention this to show the fallacy of judging an entire state by reports from a small area. Sales managers must learn to study a state almost county by county. Conditions change in half an hour's drive in an automobile. One neighborhood sticks to wheat and corn. Another gets a start towards diversification and always has cash to spend the year 'round.

In one spot, near the southern boundary of Warren County, we stopped to gaze at the beauty of a brilliant autumn scene. Three farm homes were in sight. On one farm there was a new poultry house. Another home was freshly painted. And at the third two men were building a two-car garage.

"And that fellow has money," said my companion, "or he wouldn't have bought that pile of coal. If he were broke, he would have cut some of the wood you see on the lower part of his place."

So this is my record of a trip through part of Iowa. Sales opportunities abound. The farmers are awake and alert. And remember this, you sales managers—if you don't sell them, the lightning rod agents will.

# A Star Salesman Begins Where Others Leave Off

(Continued from page 890)

He had just sold three machines to an insurance company on one occasion, and was looking after the installation, seeing to it that the stenographers were familiar with their operation and otherwise helping the office manager get things adjusted, when he noticed that a girl was entering follow-up cards for a filing system by hand. She was arranging typewritten cards according to the dates when payments on policies were due, but she was extending them in long-hand and filing them.

Thinking of the many possibilities of error and the longer time required to fill them in properly, Mr. Bushnell brought the matter to the attention of the office manager and recommended the use of another machine for part-time work. His suggestion was carried out, and while it did not result in the sale of a new machine just at that time, his anxiety to give his customer the best possible service was so highly appreciated that after a few months under this plan, the office manager finally purchased a new machine for that purpose alone.

## Big Sales From Small Start

Many of the companies which are now using the complete Remington line, sold to them by Mr. Bushnell, started out by using possibly one or two of his machines along with machines manufactured by half a dozen other companies. When opening some of these accounts, Mr. Bushnell says, if he had known what the first sale would lead to he probably would have been amazed. After calling on one of the biggest bond houses on La Salle Street for many months he finally succeeded in placing his first machine. That was about ten years ago. His next sale was for six machines, and he gradually increased business with that one customer until now more than 150 of his machines are in use by this customer.

While selling standard typewriters, too, he sold them on the complete line so thoroughly that he has placed a number of portables with the company executives, has sold billing and noiseless machines for use in the office, and by continuing to keep the interests of this customer in mind, he is certain that as the business expands further, whatever purchases may become necessary will come his way.

## Planting the Seed

It is in the sale of Remington Noiseless machines, however, that a salesman has his biggest opportunity to create a large volume of business. A short time ago he called on the head of another large bond house to sell him a portable for the use of a relative who was confined to a sanitarium. As he went into this man's office he noticed a battery of eight machines just outside his door. As the partition of his office did not extend up to the ceiling, the noise reaching him must have interfered seriously with his concentration.

He sold the portable without any difficulty, and just as he was leaving, Mr. Bushnell mentioned the unusual amount of noise coming over the partition from the outer office. On this first call he did not want to press his point any further than merely to bring the matter to his prospect's attention, but he felt confident that once he had suggested it to him, the confusion from outside would seem a great deal more annoying than it had ever been before. He had probably become accustomed to it, and perhaps didn't even notice that it was distracting his attention until he was reminded of it.

A few days later Mr. Bushnell sent the president some printed matter relating to the noiseless machine. For several weeks he kept sending out literature to this office, and he called three or four

(Continued on page 951)

I have no  
magic wand,  
but—

**A** PROMINENT executive said recently—"I wish I had a magic wand, the mere waving of which would convince everybody in my offices that letters are the greatest force for good or evil in the business world.

"I know that warm, human, friendly letters build business, create good will—that cold, lifeless, thoughtless letters drive away business, destroy good will. It is difficult, however, to get this over to my letter writers. They just don't appreciate what letters can be made to do for any business."

I have no magic wand. But out of my long and varied experience I have evolved a simple, effective, inexpensive plan which will help any letter writer to realize the importance of letters—to write letters that will bring more business—satisfy more customers.

It is an individual, practical service of interest to all firms with either a small or a large volume of correspondence. It enables me to review your letters through the eyes of the customer, whom I have learned to know in my extensive travels and unusual experiences.

The service will neither conflict with your policies nor disturb the individuality of any letter writer. It is planned to harmonize with these things—to afford the help that makes letters live and last.

The vice president of a prominent New York firm said this about the service after one month—"You can't begin to appreciate how helpful your work is to us. In fact, what you are doing holds so much promise that for the first time in two years I am beginning to breathe freely."

*An opportunity to tell you more about it will be appreciated. May I also send you, without charge, one of my latest talks and a booklet entitled—"What I Think and Others Say About Charles R. Wiers," by HOMER J. BUCKLEY?*

**CHARLES R.  
WIERS**

PARK SQUARE BUILDING  
BOSTON, MASSACHUSETTS

*For fifteen years Chief Correspondent, Larkin Co., Buffalo, N. Y. Subsequently Vice President DeLong Hook & Eye Co., Philadelphia, and Assistant Vice President National Shawmut Bank, Boston. Author of several books and over one hundred articles on letter writing. President Direct Mail Advertising Association.*

Let me tell you about my course in letter writing, too. It is a practical, inexpensive course through which you will learn to write by writing. Just the course for any letter writer who wants to write better letters—to increase his worth to himself and his firm.



# EDITORIAL COMMENT



## A Hand at the Throat of Independent Banking

Wall Street seems to have won the first round in its well-planned campaign to concentrate the banking power of the United States into a small group of great banks with thousands of branches scattered over the world. The McFadden bill, without the Hull amendments, will probably pass the next Congress, unless it is talked to death in the House. We will then see a rapid succession of bank mergers, and in time the building up in this country of a banking system closely parallel to that of Great Britain and Canada. It may seem that such a system offers advantages over our present banking system. It is true the recent epidemic of bank failures reflects little credit on independent banking. But do we want the British branch banking system in this country? That is the question which business must frankly face. There is evidence to show that a certain group of big banks is determined to have it, and it is well known that the pressure which this banking group can exert renders existing legislative barriers ineffective. There is only one force that can stop it—and that is public opinion. Do we want the branch banking system or the independent banking system in this country? Do we want twenty-five great banks in America to hold such dictatorial business powers? Do we want a banking system which has the power to stifle and cripple any business that refuses to eat out of its hand? Do we want a banking system that can suppress honest expression? Do we want a banking system that moves by rules and formulae, where personal capacity counts for little, and where big business is the favored son?

## Strike Hard with Your Advertising in 1927

Amid the contradictory predictions as to what is in store for business next year two conclusions predominate. One is that business is going to "tighten." The other is that money is going to be "easy." One large Detroit bank comes out flat-footed and predicts that within the next two years we shall see government bonds selling on a 3 per cent basis. With money easing off and a slowing down in the demands for credit, the time seems advantageous for a bold stroke that will once and for all establish your business on the highest possible plane in the minds of the consuming public. In other words, it seems to us that never before in the history of our new industrialism has the opportunity been so ripe, as it will be next year, for an advertising offensive.

All indications point to a prolonged period of competition. It is already being felt in some quarters. This competition will become increasingly acute, and increasingly difficult to meet. But it will be least difficult for those concerns which have had the foresight and the courage to use advertising daringly to elevate themselves above price competition.

## A Fly in the Merger Milk Bottle

The electrical industry is having a bad case of mergers. Not only is there a growing tendency to merge the power-producing units of the industry, but there is in evidence a tendency to merge power-creating units—electrical appliances for example. Back of these mergers, of course, is the hope of reducing operating costs and the elimination of competition. We concede large scale operations usually reduce selling costs, but we feel very strongly that this merging business can be carried too far in the electrical appliance field. We are reminded of a certain New England company which conceived the idea of controlling its competition to effect a saving in sales cost. When the merger was completed the sales force was cut in half and the advertising that had been done by the individual companies was cancelled. Back in Boston the bankers rubbed their hands, and figured the money they would save. But they never saved it. With the let-down in the sales and advertising pressure came a falling off of sales that more than countered the anticipated savings. The bankers had lost sight of the fact that clean competition makes for more business. So long as healthy competition continues in the electrical industry, that industry is going to develop and expand at a rate that will exceed even our most violent imaginations. But if this healthy competition is curbed and stunted by consolidation and the curtailment of creative sales effort, the growth of the industry must be retarded.

## No Time to Read?

Thomas A. Edison recently said that he reads regularly fifty-two trade journals, the leading business newspapers, and a varied number of books every month. As busy as he is, he takes time to read. So does every other man who does things. The right kind of business reading sharpens our thinking. It stimulates our imagination. It broadens our vision. It opens new avenues of information. Reading will never take the place of doing, but it enables us to travel twice as far with half the effort.

# Why and How We Sell Dealer Helps

(Continued from page 893)

waste and abuse, at the same time giving the retailer who had a legitimate use for large quantities of folders the opportunity of obtaining them at a minimum of expense. As the term implies, dealer helps are expected to help the dealer. We try to make them helpful, and we find that our dealers do not object to bearing a part of their cost. Not only so, but it is generally agreed that one values free goods at about what they cost him. It is our experience that the retailer who pays a nominal price for dealer helps uses them to good advantage.

## Handled Through the Jobber

In order to effect the change in the plan of distribution with as little friction or dissatisfaction as possible, we prepared a new line of dealer folders and blotters. We quoted prices on these from their first announcement, and at the same time offered the older folders which had always been given free on the following terms—"250 free—more at \$4 a thousand." We were soon out of stock on all the old material.

We charge about half the actual cost of the dealer helps, and imprint them free of charge. Transportation is billed with the invoice for the folders, and since we do not deal direct with this particular group of retailers, all material is billed through some wholesale optician, he being allowed a 10 per cent discount to cover his cost of handling the order.

Each copy of our monthly house magazine, which goes to the retail trade, carries a couple of pages devoted to dealer helps. An order form for these helps is enclosed for retailers to fill out and mail direct to the factory, with instructions to bill the material through his jobber. On receipt of such an order, we mail a return post card to the jobber, the outgoing half of which informs him that John Smith has requested us to bill advertising material valued at so much through him, and the return

half of which provides spaces for his approval or disapproval of the order. On receipt of the jobber's okeh, we ship material direct to the retailer, but bill it through the jobber. Money received in this way is put back into advertising.

We preserve a complete record of all shipments of dealer helps on cards prepared for the purpose. These cards, one for each retailer, about 50,000 in number, serve as a master control for the addressograph plates. We also maintain a perpetual inventory record of our stocks of helps which are handled on a maximum-minimum basis. As an additional safeguard to prevent our running short of a given help, at the time it is prepared we set a minimum quantity to keep on hand, bundle up this quantity, and put a red tag on the bundle. Then when those in the shipping department get down to this last bundle, they notify us and we reorder.

## Merchandise With Displays

After the practice of charging for folders and booklets had become settled, we decided to apply the same principles to window material. The thought occurred to us that if we could get up a display that would require the use of actual merchandise, this would dispose of a considerable amount of merchandise stock, get it on display and enable us to control the distribution of the material. As a result, we prepared a kind of Oriental setting in which three pairs of spectacle frames were displayed, and told the retailers we would give them the display free if they would pay for the accompanying merchandise.

That went over well. Then it occurred to us that if we used a life-size head, with holes over the ears, we could put a frame on the head so it would look fairly natural. We got out a set of three such heads (man, woman, and child), featuring our Nuway Artshel frame, and sold over 50,000 frames with this one display, while

boosting sales of this line for our retailers and ourselves as well. The large number of frames sold, by the way, was due to the active cooperation of some of our jobbers who insisted that their retailers ought to buy more than three frames to get this display—and put it over.

Our next display was another Oriental affair, modeled after the Taj Mahal. This did not go as well, and we decided the trade didn't like that kind of display. They did like the heads, and we have continued to use heads of one kind or another ever since, our latest display being a group of nine heads, lithographed in natural color, cut out and mounted in front of a jet black background, and designed primarily to tie up with a style campaign which we are promoting. The heads can be used in such combinations as styles for men, styles for women, styles for business, and so on, or they can be used singly or all together, and in many other ways.

Only 3,000 sets of these heads were prepared, and over 2,000 of these were sold the first week after they were announced. The sets, with the accompanying merchandise, sell for \$15 each, less the usual jobbers' discount on the merchandise. It doesn't take very much figuring to find that this one window trim will dispose of 27,000 frames for us, at a total list of \$45,000.

## The Style Feature

This window trim is one of the features of what we call our "1927 Style Show," a style campaign which also includes newspaper electros and copy, lantern slides for movie ads, suggestions for direct-mail letters, and a booklet which is quite the most ambitious thing of the kind yet attempted in our line.

This booklet, "Glasses—What to Wear and When," is a style book of twenty pages, with still-life illustrations in full color and style portrayals posed by models and

# SALES CONTESTS

Every Sales Manager strives to accomplish two things: To build and hold the co-operation and good will of his Salesmen, Jobbers and Dealers. . . . To increase the volume of his sales at a profit. Sales Contests stand alone as his best means toward this dual objective.

**Send for this  
New Book**

**It tells**

In most authoritative manner the exact bearing that Sales Contests have on Sales, Salesmen and Wholesalers. It analyzes Contest Plans, indicates their use, abuse, influence and possibilities, and suggests an entirely new development of an old and very much worth-while system of sales stimulation.

This new book—called Sales Contests—epitomizes the experiences of Sales Managers who are pre-eminent in their field. It will prove of invaluable assistance to any executive interested in Sales. It is yours for the asking . . . entirely without obligation.

**Philip J. Gray  
Advertising Agency  
Chicago**

**[RIGHT NOW]**  
is the ideal time to  
use this book  
for 1927  
Programs.



MAIL  
THIS COUPON  
TODAY

**Philip J. Gray Adv. Agency,  
307 N. Michigan Ave., Chicago.**

*Please send me one copy of "Sales Contests," gratis and without obligation.*

Name.....

Address.....

photographed by the foremost photographic illustrator of the world. It carries the retailer's imprint and is enclosed in an envelope, also imprinted, for mailing. It is not intended for general, indiscriminate distribution. It is too costly for that. But, mailed to fifty or a hundred of a retailer's best accounts, eye glass wearers he feels will respond favorably to the suggestions it contains, it is a certain method of returning many times the first cost.

The price to the retailer is \$20 a hundred, which is about actual cost less imprinting, which we do free. Needless to say, we consider it well worth the price, and it is selling very rapidly in lots of 100 and 200 in every part of the country.

## How We Sell Booklets

We realized at the first, though, that it would not be an easy matter to sell retailers a booklet, every copy of which they mailed out would cost them twenty-three cents, and we prepared the way accordingly. To every jobber, sales manager, branch manager, and jobber's senior salesman we sent a proposition book and a confidential typed "sales manual," outlining the whole campaign and instructing them just how to present it to the retailers. Our own salesmen were also instructed to cooperate with the jobbers in selling the proposition.

Instead of going to the retailers and saying bluntly: "Here's a splendid booklet for you to mail to your customers—it'll cost you \$20 a hundred with your imprint," the jobber first sells him on the plan from the proposition book, then says, in effect: "I see you're very enthusiastic about the style book, and frankly, I don't think either of us has ever seen such a splendid presentation of the style-in-glasses idea before. Obviously, though, the booklet is rather expensive—too expensive for general distribution. We do not believe it should be left on the counter for people to help themselves, or that it should be sent to a long list of unknown people such as might be gathered from the telephone directory. It was designed and

prepared for the discriminating eye-glass wearer who can be interested in styles in glasses.

"If you will turn to your prescription records, you will make up such a list without trouble. Select from your records the names of 100 people you, from your personal experience and acquaintance with them, know will be interested in styles in glasses. The booklets come imprinted with your name and address, and with your name and address in the corner of the envelope, but you will have to address them. We suggest that you do this with pen and ink, rather than a typewriter, to give a more personal touch. In this way you can reach your 100 best customers with a splendid style appeal at the nominal cost of \$20, plus \$3 for postage."

We also suggest that the booklet be accompanied by or preceded by a personal letter. We provide specimen letters.

## A Satisfactory Plan

Style electros, presenting the same heads as used in the style book and in the window trim, are furnished at 25 cents each, and lantern slides, produced in color from the same illustrations, to be used in local motion picture theaters that carry such advertising, are 50 cents each, or \$4 for the set of nine.

Summing up, making charge for dealer helps has eliminated the waste of such material, has enabled us to offer much better helps without materially increasing our own costs, has given the retail dealer helps that are really helpful, and has encouraged us to bring out fine pieces, such as the style book, which we otherwise never would have even considered, while selling the merchandise to accompany window trims has disposed of well over 100,000 frames for us.

The news note on page 788 of the November 13 issue of "Sales Management," stating that Robert P. Page, Jr., had been made general manager of the Autocar Company, of Ardmore, Pennsylvania, was in error. It should have stated that Mr. Page has become general sales manager.

## A Star Begins Where Others Leave Off

(Continued from page 947)

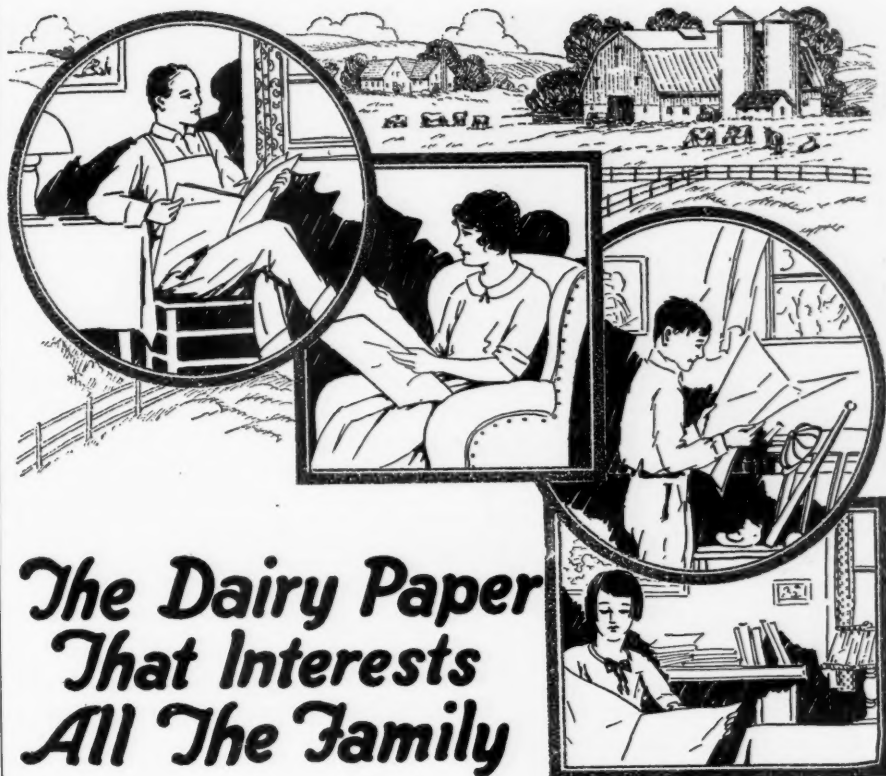
times, not especially to see the president, as he knew that would be neither possible nor desirable, but he wanted to keep in touch with developments.

Not long afterward the company was to move into a new office. As they were moving, Mr. Bushnell determined to try to terminate the affair. So he called once more and finally succeeded in selling twenty noiseless machines to take the place of sixteen standard models. Not only did he sell 150-dollar machines in place of standard machines which cost \$102.50, an increase of \$47.50 a unit, but he sold four more machines than he had removed, thereby creating over \$1,500 worth of business from a lead which would easily have been overlooked by a less experienced salesman. And some of the machines replaced were practically new.

### The Importance of Service

"As a product becomes more and more a necessity, instead of merely a specialty," declares Mr. Bushnell, "the importance of rendering the fullest amount of what is referred to generally as 'service' increases. It is the salesman who gives the best service to his customers who sells the most typewriters.

"When a customer buys a typewriter, he has some definite use for it in mind. It isn't an office ornament; it is required to do a certain specified piece of work. The first thing I do, then, is to find out what a typewriter is to be used for. Perhaps there is some little bit of information I have gained by working with details in the offices of companies in similar lines of business that I can pass along to this customer. There may be some suggestion I can make regarding the use of the machine which will be of material benefit to the office manager or to the stenographer who is to do the work. That is where a salesman's greatest responsibility lies."



## The Dairy Paper That Interests All The Family

**D**AD reads the Dairymen's League News because it brings him the vital trade news of his business, especially the market reports.

Mother scans the Home page because it meets the needs of the busy farm woman.

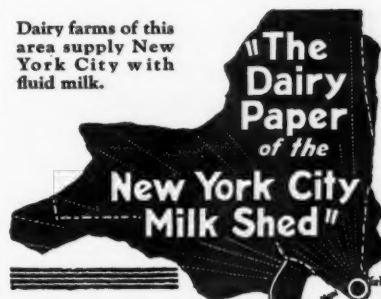
Danny delights in the Ko-op Kiddie Korner and himself occasionally contributes a letter.

Daisy studies the Junior's page for entertainment suggestions and hints on personal appearance.

Thus the Dairymen's League News appeals to every member of the family through some vital interest. Then, too, loyalty to the Dairymen's League is a family tradition. This loyalty is reflected toward the News which is the visible point of contact between the home and this mighty marketing organization. A trial schedule will convince you of the responsiveness of our reader-owners.

*A request will bring you Sample Copy and Rate Card*

Dairy farms of this area supply New York City with fluid milk.

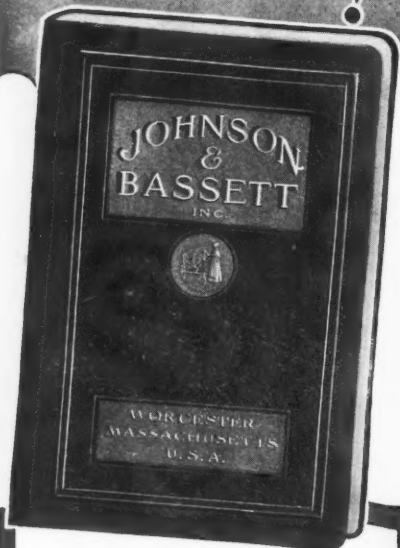


## DAIRYMEN'S League NEWS

New York  
120 W. 42nd Street  
W. A. Schreyer, Bus. Mgr.  
Phone Wisconsin 6081

Chicago  
10 S. La Salle Street  
John D. Ross  
Phone State 3652

# LOOSE LEAF COVERS that stand out!



**T**HE appeal of beauty and usefulness is combined in Loose Leaf Catalog Covers embossed and decorated by our SUPER-FINISH PROCESS and they STAND OUT from the mediocre, commanding instant attention.

When you see the difference and the greater results produced in volume of sales by binding your loose leaf Catalogs, Price Lists, etc., with our Super-Finish and Embossed Process Covers you will be glad you employed them.

## Get This Book

For those who are interested in knowing a better way to present their catalogs, we have prepared an illustrated booklet describing twenty-five different styles of Loose Leaf Covers that lend dignity and quality to the house they represent. A copy of this booklet will gladly be sent upon request.

**The C. E. Sheppard Co.**  
268 Van Alst Ave.  
LONG ISLAND CITY, N. Y.

*cesto*  
BINDERS

# What Happened When We Changed Our Advertising

(Continued from page 904)

customers, but on our salesmen as well. It gave them more confidence in the line, decreased sales resistance, and gained an entre for the salesmen into homes it had virtually been impossible for them to enter before.

Each year we have appropriated a larger percentage of our total advertising expense for general advertising, taking it away from the older methods of advertising we had previously employed. Our total percentage of advertising expense was not increased at all.

The eighty-four-line copy was increased to quarter pages, then to half pages, and finally to full pages. This is our fifth year of national advertising, and we can say that we have accomplished what we set out to do. We have reduced the turnover in our sales organization fully one-third, while the average sales per man have increased about 50 per cent. Of course, we do not attribute all this entirely to our general advertising, but we feel that it has been the keystone around which we have built certain improvements in our sales methods which not only have enabled us to cut down turnover and to increase the average volume of sales per man, but to recruit a much higher type of salesman as well.

## Sales Parallel with Advertising

Sales have shown a rapid growth. The following table of sales and advertising expense shows that our business has expanded rapidly, and tells its own story concerning the influence our changed advertising policies have had on our business.

After several years of extensive advertising in the women's publications, we switched part of our advertising expenditures to a popular weekly reputed to be read largely by men. When we did this we were criticized by certain authorities, because ours is a line appealing largely to women. They

told us it was a waste of money to advertise to men.

But we had a definite reason for this change in policy, and when we discussed the matter with our advertising agency, they agreed with us that it was important to have the men "on our side." Here is the way it works out: one of our salesmen will make a sale to a woman. That evening when the man of the house comes home, his wife will, more than likely, tell him about her purchase and show him the goods.

"Never heard of that firm. Why don't you buy well known goods? Anyway, you ought to buy from the local merchants. If I were you, I wouldn't buy any more of that stuff. It probably isn't any good."

## Selling the Men-Folks

And so we loose a customer. Or at least our salesman has that much more resistance to overcome when he calls again. Through our advertising we have been able to eliminate a certain amount of this resistance on the part of men who have never heard of our line. We feel that we have added many new customers through this advertising as well as torn down a lot of sales resistance which our salesmen had to meet in the past. Then too, there are many items in our line which are used by men, but which are often purchased by women.

We make more than 350 products. They are all branded under the family brand name of "Zanol," and it is this name we feature in our advertising. In addition to the products which are branded "Zanol," such as Zanol spaghetti, Zanol peanut butter, Zanol baking powder, Zanol spices, mayonnaise, olives, tea, coffee, cocoa, extracts, etc., we have another class of goods which carry descriptive names such as "Jiffykake," a prepared cake flour; "Swish," a washing compound; and a line of de luxe perfumes and toilet articles

which carry special names such as "La Bara," "Charmel," and "Fleur D'Orient." But the Zanol trademark is on all these packages regardless of the other special or descriptive names which are carried. For example, a bottle of "La Bara" lotion will have our general identifying name Zanol on a label around the neck of the bottle.

In this way we have found the solution to the problem of identifying a varied line of products with one "family" name. This permits us to advertise the complete line of products under one name, this hitching up the goodwill derived from one product to other products or new products which are added from time to time.

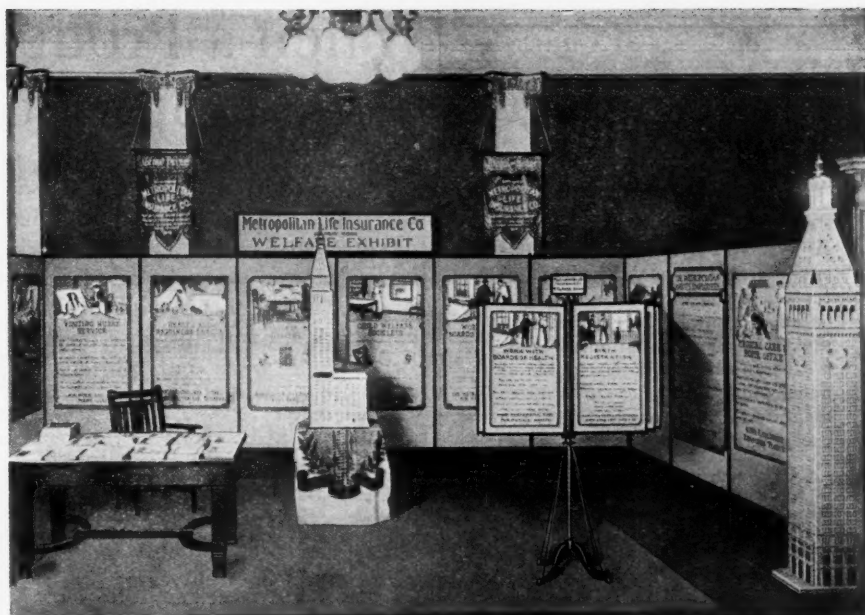
Our advertising is tied right to the work of every salesman. Our salesmen are furnished with portfolios showing reproductions of our various advertisements, besides a large catalog printed in color process work describing and illustrating our complete line. In addition to this, salesmen carry a selected line of samples.

#### Uses Special Selling Plans

The big problem in this business is to keep the salesmen working, and we use every known form of stimulant: contests, premiums, special drives, campaigns by lines of products, and seasonal campaigns. Every salesman whose sales reach a certain volume in one year is given an automobile. Last summer we used a very successful vacation campaign to keep up summer sales.

Our aim is to keep the salesmen interested, to give them some new plan or new idea to work on and to provide an incentive to get them out into the field making calls.

Since our advertising has been running we have noticed a constant increase in the size of individual orders, which, of course, has reduced the overhead costs of handling large quantities on individual orders. More than this, it has enabled us to put on more salesmen (we have more than 6,000 active salesmen) because it helps our men to cover smaller territories more thoroughly and more often.



## Convention Exhibitors

*find in Multiplex a better method of displaying samples and photographs*

**D**ISPLAY SPACE AT CONVENTIONS is always at a premium. Multiplex takes what display space is available and multiplies it many times. And because so much is shown in such a compact, convenient form, the display holds unusual interest.

#### Simple and Compact

Multiplex is a simple, convenient and compact method of display. Wings of any size swing from a central main frame mounted on the wall or on a self-supporting base. Both sides of the wings are used for display purposes. Wings swing easily and are simply removed or interchanged like the pages of a loose-leaf book. In a small amount of space a vast array of material can be displayed.



Mail coupon for folder and catalog illustrating the various types of Multiplex Fixtures and prices of each.

#### Makes Interesting Background

For backgrounds to booths there is another type of Multiplex consisting of three 3x6 foot panels, hinged together. These panels, decorated with posters and advertising matter, form the setting for the exhibit.

#### Quick to Set Up

Multiplex Fixtures can be decorated in advance—then packed in specially designed traveling cases and shipped to the convention. Here but a few moments are required to unlock cases and set up the exhibit. In just as short a time the exhibit can be taken down, packed away and shipped to the next exhibition point.

#### Get Folder—Use Coupon

You will be interested in the folder "The Most Interesting Display at the Convention." Send for it today. Just clip the coupon, fill in and mail. No obligation is incurred. Now, before your next convention exhibition, send for this folder and see how Multiplex will help you. Clip the coupon now.

**Multiplex Display Fixture Co.**  
915-25 N. Tenth Street, St. Louis, Mo.

Without obligation please send me folder, "The Most Interesting Display at the Convention." Also catalog and price list.

Name.....  
Firm.....  
Address.....  
City..... State.....

## Sales Manager Wanted

A WELL FINANCED, prosperous, thoroughly established manufacturing company, now doing a national business of several million dollars a year, has an opening for a sales manager who is capable of developing the sales to greater magnitude. The opportunities are exceptional.

Only a man with an unusual record of accomplishment will be considered. He must be a thorough executive, with experience in building and handling a sales force of at least several hundred men.

Applications will be held in strict confidence. Present employees know of this advertisement. No interviews will be granted unless complete details are furnished in first letter, including age, whether married, salary required, companies associated with, earnings, number of men handled, volume of business and complete business experience.

**The Geyer Company**  
Dayton, Ohio

## Binders for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

Made of heavy, durable material and bound in SUPER-FINISH ART LEATHER. The cover is finished in two-tone dark brown Spanish grain, with lettering and panels, antique bronze.

You will want a binder for your desk or library.

Price, \$2.00 each, postpaid

**SALES MANAGEMENT  
MAGAZINE**  
4660 Ravenswood Avenue  
CHICAGO, U. S. A.

## When a Product Has No Sales Appeal of Its Own

(Continued from page 908)

the principal distributor of bird cages. Until recent years, though, the average store carried only three or four cheap cages, which were tucked away in some obscure corner and were not pulled out until a customer timidly expressed a wish to buy one. But since hardware dealers have developed a policy of adding new departments, to take the place of obsolescent articles, the bird cage has been seized upon in many instances as having "department" possibilities.

### Developing the Department Idea

The cage manufacturers worked with this tendency. In the old days the cage was not an artistic object. Also cages were made in only a very small variety. But the Hendryx line, today, is one of extensive variety and it is made in styles to harmonize with the furniture and furnishings of even the best appointed homes. The line is now large enough and important enough for a retailer to make it a department, or at least a sub-department in a store. Many stores have started such departments.

Of course, the department is not devoted exclusively to cages. In it is also handled bird food and accessories. In some stores, particularly department stores, live birds are carried. These departments are, as a rule, very popular. They bring business to other sections of the store. Many people who have been accustomed to patronizing the pet shop, get the habit of visiting the department store and while there buy other things.

A number of stores that sell cages regularly, but do not carry birds, sometimes sell birds as a special. They will advertise 250 canaries at \$1.98 or some other low price. Of course, no money is made on the birds, but in disposing of them, the store also sells several dozen cages at prices ranging from \$2.00 perhaps to as high as \$100. Besides, the store establishes a couple of hundred steady customers for food and accessories.

The Andrew B. Hendryx Company has also been fortunate in the increasing kinds of outlets for its products. For instance, there have always been a few pet shops in the United States. The number of these shops has increased several hundred per cent in the last fifteen years. The activity of these shops increases the demand for birds and, consequently, for cages. Most of these shops sell cages. So every new one that is opened up gives the cage manufacturers a new outlet. Incidentally, it is worth recording that the pet shop has won such recognition as an established channel of distribution that manufacturers in quite a few lines have found it worth their while to cultivate it. For instance, one of the chain makers sells leashes through pet stores. A concern that manufactures dog biscuits also markets through this outlet.

### Uncovering New Outlets

Many flower shops are beginning to carry birds as a sideline. Florists at first put in a couple of cages as a decoration and with the idea that singing birds harmonized well with the usual merchandise handled in these establishments. The florists had no intention of selling the birds, but when they found that their customers wanted to buy them, they sold the birds and bought others.

Altogether the total number of different kinds of stores featuring bird merchandise has grown to sizable proportions. A manufacturer in such a line is bound to profit from such a situation, even though he did nothing to develop it. All he would have to do is to take advantage of the opportunity. To seize such an opportunity would be just ordinary good selling. But when a concern not only accepts a favorable situation which the market offers, but actually goes out to create such a situation for the benefit of the entire industry, it should be given credit for exceptional selling.

## Mail Houses Stop Catalog Destruction

Following a wholesale destruction of mail order catalogs by civic institutions in Okmulgee, Oklahoma, for the purpose of fostering "trade at home" plans have been met by one mail order house in the warning that the practice must cease. Such practices are illegal and their promoters will be prosecuted, it is declared.

A few weeks ago a local theater offered to accept mail order catalogs as fully paid admission to its show on a certain date. The result was that more than 800 catalogs were dumped in the theater lobby and then destroyed. Several cities in Oklahoma have fostered similar campaigns, and while legal action was not threatened in previous anti-catalog campaigns, letters have been received citing the commission's attitude on the matter and stating that such plans constituted an illegal act.

## Letters That Sell Advertising

(Continued from page 900)

he has invested an amount of money at least equal to 1 per cent of his annual sales, he has not given advertising a fair trial.

Properly used advertising is the greatest force in business today. Its phenomenal growth and increasing use by those who have followed-through proves that. But it is the last thing in the world which should be toyed with; it is nothing for the man who lacks stick-to-itiveness to engage upon, for in advertising, as in golf, it is the follow-through that counts.

## Scripps-Howard Purchase Rocky Mountain News

Announcement was made November 22 by Roy W. Howard, chairman of the board of the Scripps-Howard newspaper group, of the purchase by his company of the Morning "Rocky Mountain News" and Evening Denver "Times" from John C. Shaffer.

# Follow-Up that IS FOLLOW-UP

If a man's wife wants a thing—and wants it badly—if she knows that with a little extra effort on her husband's part, he can get it for her—she GETS IT, doesn't she?

*No follow-up system ever devised can get as much work out of a man as the women folk's FOLLOW-UP. It is through this appeal that my sales contests have won such success.*

For every sales manager who is now running a sales contest—or is contemplating one, I have a *real message*. My sales contests include every phase of the work from the creating of the desire, to the intelligent selection and supplying of awards that make the women of your salesmen's families want to make the salesmen *want* them. The coupon, attached to your business letter-head will bring you the complete details.

**Sales Contests  
Made to Ring  
the Bell  
EVERY TIME**

**Have You  
Sent for Your  
Copy of My  
RAINBOW  
CONTEST?**

MR. GEORGE HOTTE,

Jackson Bldg., Buffalo, N. Y.

I want to push up our sales during January, February and March. Show me how you can help me.

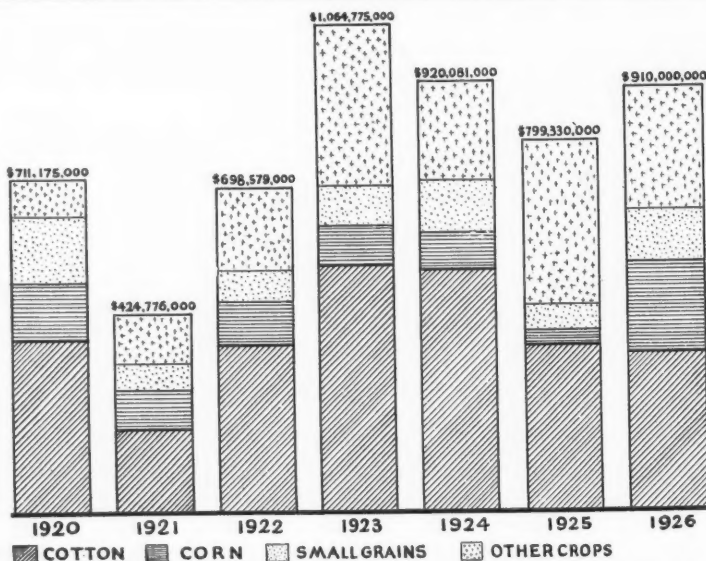
**“when we laugh we think”**

**A** COMMON CHARGE made against Americans is that we don't think enough—the brain has been called the “lazy member”—we are apt to judge by our feelings rather than by careful thought.

To help salesmen think more, to cause them to analyze, so as to improve themselves as salesmen, a series of illustrated letters has been created around a fictitious salesman known as “Happy Sayles.” These letters are fifty-two in number, one to be mailed out each week.

The salesman will laugh at the trouble “Happy Sayles” creates, but in laughing he will be induced to think, “Perhaps I am guilty of the same thing.” A single set sells at six dollars, prices lower in quantity lots. Send for the story of “Happy Sayles.”

**THE DARTNELL CORPORATION**  
4660 Ravenswood Avenue :: CHICAGO, ILLINOIS



The above chart shows the money value of Texas crops for the last eight years. The enormous volume of cotton raised this year nearly offsets the low market price and a large yield of all other crops brings the total for 1926 well above the average.

## Texas Farms Again Lead Prosperity's March

Business experts unite in awarding Texas, particularly the Dallas market area, a first class rating.

Market activity is unabated. The farmers have done well, and when the farmers prosper we all prosper.

As usual Texas leads all the states in annual crop values by a good, wide margin.

The above chart is based upon Government estimates, traditionally conservative and as accurate as any.

Advertising in The Dallas Morning News and The Dallas Journal is running ahead of last year.

Up to the middle of November advertising in other Dallas papers was almost as great as last year.

National lineage in The Journal is showing particularly strong gains—

*Demonstrating the growing realization that the combination of The News and The Journal is by all odds the best national selection for this market.*

## The Dallas Morning News The Dallas Journal

*An Optional Combination*

### Encourage your office staff to write BETTER LETTERS

Many times letters are sent out over the signature of an officer of a company about which the official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

4660 Ravenswood Avenue  
CHICAGO, ILLINOIS

**The DARTNELL  
CORPORATION**

## Seeks to Enforce Furniture Ruling

SINCE the trade practice submittal held by the Federal Trade Commission of representatives of the furniture industry in July, 861 concerns have subscribed to the rule and are describing their furniture accordingly. Up to the middle of November, sixty-nine concerns had refused to subscribe to the rules.

The majority of these concerns that have refused to subscribe to the rules have done so because of the ruling to describe veneered furniture as such. Complaints charging the use of unfair methods have been lodged against twenty-seven of these concerns and are now awaiting trial. The applications against other concerns refusing to subscribe to the rules are being investigated and will be considered by the commission as soon as possible.

## Willson Made Director of Travelers

Everitt C. Willson has been made a director of the Travelers Insurance Company to succeed the late Charles Hopkins Clark. Mr. Willson is likewise president of the Burr Printing Company, publishers of the Hartford, Connecticut, "Times."

Mr. Willson became connected with the old Hartford "Telegram" in 1883. He went to the Hartford "Post" in 1886, and five years later became business manager and treasurer of that paper at the age of twenty-one. He has been with the "Times" since 1895, having been president of the company since 1921.

## House Appointed to Staff of "Herald-Post"

William House, formerly associated with the Louisville "Courier-Journal" and Louisville "Times," has been made manager and editor of the automobile department of the Louisville "Herald-Post." Mr. House formerly supervised all Louisville dealers' advertising in the "Courier-Journal."

# How Hickok Belts Won a Place on the Style Band Wagon

(Continued from page 892)

quality of our product, we turned to the next logical step, which was to popularize it as a style article as well as a necessity. A belt and buckle are part of a man's apparel. If one doesn't wear a vest, they are among the most conspicuous articles of his apparel. He gives considerable care to the selection of his hat, coat, suit, shoes, shirts, and neckwear; why shouldn't he take equal pride in his belt and buckle? Not only so, but if the other articles of his apparel must harmonize, why shouldn't his belt also harmonize with the other things?

"Here again we merely supplied a demand that already existed. Men wanted stylish belts and buckles that would harmonize with the other articles of their apparel, but up to that time, no such belts and buckles were available.

## Introducing Colored Belts

"It was about three years ago that we put out our first colored belt—a blue one. That met with a hearty reception and we followed it with others till we now offer belts of practically all colors, as well as combinations of colors, and still others with highly-colored silk inserts for sports wear. We now offer a belt for every occasion, as well as to harmonize with every color scheme."

Even the best of products have to be sold and the Hickok Company has developed an exceptionally capable and loyal sales force. "Once a Hickok salesman, always a Hickok salesman" would seem to be true of this organization, for the turnover of salesmen is said to be practically nil.

"The first salesman the company ever employed is still with us," W. L. Roy, sales manager, declared. "The second oldest man in the service died recently, but with one or two exceptions every salesman this company has ever employed is with us now. It is also interesting to know that we have

on our sales force two sets of three brothers and three sets of two brothers, indicating that the men in the service like it so well they bring other members of the family in as soon as they are qualified and there is an opening for them."

Mr. Hickok himself is a born salesman, Mr. Roy said, and is so "big and lovable that every man in the organization goes the limit for him and then wishes he could go still further."

## Believes in Dealer Helps

It may be surprising to some to know that the Hickok Company did not begin advertising nationally until 1921. Beginning with quarter pages in the "Saturday Evening Post" in the Spring of that year, the space was shortly increased to a full page, and now only full pages, double page spreads, and covers are used. The advertising is very effective, as sales are growing by leaps and bounds, and the company is thoroughly sold on its program.

"We consider the window display one of the most effective of all sales agencies and we constantly encourage retailers to make the fullest possible use of their windows. Our product is one that lends itself readily to display purposes, too, and the retailers use it very liberally in their displays. Once a year we promote a window display contest among them, at which time we offer prizes, and they arrange some very fine displays.

"Our salesmen are provided with photographs of particularly good displays in different stores and are instructed to offer any suggestions to the display men they think might be appreciated. They call on the display men, just as they call on the buyers, the object being, of course, to cultivate the friendship and good-will of the men who actually arrange the displays and to be helpful in any way they can."

# If Markets Would Only "Stay Put"

—but

that is just what markets refuse to do. Sometimes they vanish as though into thin air.

Changing habits, changing practice, shifts in demand, new inventions, style changes,—the unceasing flow of life,—keep markets in constant revolution.

Consequently, it is necessary for a manufacturer to have his markets analyzed frequently.

\* \* \*



My business is to discover unsuspected in-built values in products and services—to find new uses and new users in new places.

**JOHN SULLIVAN**

Marketing Counsel and Service

1819 BROADWAY :: NEW YORK CITY

## HOTEL Cosmopolitan DENVER COLORADO

**460 Rooms with Bath  
OPENED JUNE 5, 1926**

*The largest and finest hotel  
in the State*

*The leading hotel of Denver*

*An address to be proud of*

**CHARLES F. CARROLL**  
General Manager

*The "METROPOLE" is now an annex  
to the "COSMOPOLITAN"*

## LITHOGRAPHED LETTERHEADS

Produced in Black Ink on  
No. 1 20-LB. WHITE BOND

**\$1.20 Per Thousand**

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.  
Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M    25 M lots \$1.45 per M  
50 M lots    1.25 per M    12½ M lots 1.70 per M  
[Minimum quantity 12½M]

Engravings made at actual labor cost

**PEERLESS LITHOGRAPHING CO., Inc.**  
1718 No. Robey Street, Chicago, Ill.

## PROVE IT! SHOW HIM THE LETTERS

IF your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

An organization providing a complete service in Outdoor advertising through advertising agencies

**NATIONAL OUTDOOR  
ADVERTISING BUREAU**

INC.  
NEW YORK CHICAGO DETROIT

## HOW WE'RE MAKING MONEY and WHAT IT MEANS TO YOU.

A beautifully printed, readable little brochure that will help point you to a "Path of Profit" thru "Group Manufacturing and Direct Mail Selling Methods" mailed free, for the asking.

NEWPORT NEWS PRINTING CO., Inc., Newport News, Va.

The Workman Manufacturing Company  
1206 WEST MONROE STREET, CHICAGO

Gentlemen: I understand the WORCO 2 in 1 combined order blank envelope has doubled orders for many concerns. Please send information on "The Knack of Getting Orders."

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_ (3790)

# He Went to the Pawnshop

(Continued from page 912)

Germany or any other continental country where branch banking is thoroughly established. Little banks take care of little business, big banks of big business.

"Why can't you operate this branch in exactly the same way that you used to when it was a small independent community bank?" the reporter asked.

"This bank has more than 4,000 branches in towns ranging from 5,000 to 5,000,000 population, and located in every part of the United States. Suppose that every manager operated his branch to suit himself? Don't you see that chaos would result? In a large bank of this sort, the same as in every other large business, there must be one policy, one manager, and systematized, standardized procedure. It is the only way you can operate a big institution."

### See Page 1, Rule 1

"Like everything else banking has become a rule-of-thumb business, eh?" observed the reporter.

"Branch banking is standardized banking in its most perfect form. The head office sets up the standards and lays down the rules. The branch manager applies them. There are no exceptions and no deviations for the sake of the customer or a friend. It is all as rigid and inflexible and, I often think, even more unsatisfactory than was our extremely inefficient national banking system, in existence before we got the Federal Reserve Banks."

H. P. Collinwood paused, and, half turning, looked for a minute out over the room that had once been his bank.

"I started this bank here thirty-five years ago," he said, not without pride. "As perhaps you know the Collinwoods were a banking family. My grandfather, my father, and my two brothers were all bankers. You might say that I grew up in this business. It was a kind of family tradition that the oldest son would succeed to the home bank, and the others, after a few years' experience, would get

out and start a bank of their own.

"When I started this bank out here, this community had just started to develop into a local business district. There were a few small manufacturers, one or two printing concerns, several merchants, and a few professional men. Most of these people were stockholders, and my board of directors was made up of the leading men of the community. I wanted the people in the neighborhood to feel that this bank was their bank—an institution that was here primarily to render them helpful, friendly financial service.

"Don't misunderstand me." Mr. Collinwood passed the reporter a cigar, carefully cut the end of one for himself, and as carefully lighted it. His actions, like his speech, were deliberate and thoughtful. "I ran this bank to make money, and," (there was the pride of conscious achievement in his voice) "when this branch bank movement started back in 1925 and '26, this was one of the largest and most profitable community banks in Chicago. Perhaps that is why I am one of the very few old school bankers you will still find in charge of the institutions that were absorbed by the chains," he added dryly.

### Old-Style Banking Practices

"But," he resumed, "making money was not our first consideration. "Our depositors and our customers were first. The business life of this community, and the success and prosperity of its business and professional men were in large measure dependent on us. If we gave them accommodation when they needed it, helped them with sound counsel, carried them when times were bad, and credit hard to obtain, they prospered.

"Banking was more human 25 years ago. If a young fellow had a good record with us, had proved his ability, and needed money to get started, we let him have it. And we carried him along until he got his business on its feet. There were once a dozen prosperous

small manufacturing firms in this community that started in just that way. Now they are all gone—either failed or been absorbed by the big companies."

"That was pretty risky banking wasn't it, Mr. Collinwood?"

"By branch bank standards, very risky," Collinwood admitted. "But we considered it our safest business. In ten years' experience as an independent banker, I never had such a loan go bad. J. P. Morgan, the founder of that great firm, is credited with the statement that 'character is the basis of credit.' And that was what we loaned on—character. Of course, I knew all these young men personally. I lived on the same street with some of them, played golf with others, served on civic and commercial club committees with still others. Our business relations were on a man to man basis."

### The "Submerged Tenth"

"Now that is the same basis on which business is still done at the home office. But it is the big business man that serves on committees and plays golf with our executive officers. It is, therefore, only natural that they come first when loan policies are made. The little fellow, now, has no opportunity to become acquainted with the men who pass on loans. So his application for credit is treated impersonally. If it does not meet all requirements, is in any way irregular or comes at a time when caution and conservatism is thought to be necessary, he gets no accommodation."

"But the big man always gets taken care of?" the reporter asked.

"His business is more profitable. It costs little more to make and take care of a \$1,000,000 loan than it does one of \$25,000. And if the borrower is big enough, he will not fail. The banks won't let him. So the big ones thrive and prosper, while the little business institutions, under a system of branch banking, gradually disappear."

"I am not saying that branch banking is entirely bad," concluded the banker. "It undoubtedly does give a country bigger and safer banks. It facilitates the movement

of gold and the control of credit in times of emergency. It encourages the development of large-scale industry, and keeps out competition. On the other hand, it tends to eliminate the small business, and it certainly makes it more difficult for a man to get in business for himself. Branch banking is a poor system for a country that wants a factory in every town, and believes in the principle of free and unlimited economic opportunity."

At the present time there is in the United States a definite movement toward the concentration of banking resources. As a result of mergers and consolidations, banks are increasing in size. With the expansion of resources came the expansion in territory served until at present there are many that are not only national, but international, institutions. Many bankers and many students of banking believe that this tendency to consolidate will eventually result in a nation-wide system of branch banking. If this is to be the result, the average business man should know how such a financial system will affect him. This interview, while purely fiction, is based on the experience business men have had in those countries where branch banking is already established, and is published with that purpose in mind.

### Wants Sales Management on "T. F." Basis

Editor, "Sales Management":

I have your letter of September 20th and in reply wish to say I had not looked into the date of expiration of our subscription and wish to thank you for calling my attention to this matter.

Your magazine is very enlightening and I find it most useful in working out a great many problems.

You can continue our subscription as usual after the expiration of our present arrangement.—John L. Fitzhugh, Leshner, Whitman & Co., Inc., New York City.

### Weekly Kansas City Star Buys St. Louis Weekly

The weekly "Kansas City Star" has purchased the circulation of the weekly "Globe-Democrat" west of the Mississippi River.

The transfer of the weekly "Globe-Democrat" circulation to the weekly "Kansas City Star" will occur November 24.

**Whenever your voice gets tired—and your throat is husky and dry**

*take a*

**LUDEX'S**

*—millions do*

Throats, vocal organs, breathing apparatuses—they all work hard to keep up with the times.

Sales talks, radio talks, lectures, sermons, singing, acting—then there is the weather, the dust, the fumes of traffic—and smoking too much—no wonder throats get husky, voices hoarse and coughs develop.

That's why millions of throats are grateful for Luden's Menthol Cough Drops. The exclusive menthol compound brings such prompt relief.

**In the yellow package 5¢ everywhere**

**IF YOU HAVE A SELLING PROBLEM**

**Don't Fail to Send for a Copy of This**

**FREE BOOK**

**ON DIRECT-BY-MAIL ADVERTISING**

Shows how to increase sales and decrease selling costs.

"Wonderful Stuff!" is echoed by all who have read it. "Recently I invested in a set of business books that cost a lot of money," wrote one;—"But I got more real benefit from your little book than from all of them!"

And, now, all you have to do to get YOUR COPY is to clip out this advertisement, pin it to your regular business letterhead, and mail it to the

**ELLIOTT ADDRESSING MACHINE CO.**  
149 Albany St., Cambridge, Mass.

**MEN** Wm. L. Fletcher Inc. can put you in touch with THE RIGHT MAN for any worth while job  
93 Federal St. Boston, Mass.

## What the Corporations Are Earning

(Continued from page 938)

Company	Div. Rate	Year 9 Mo. 1925	1926
<b>OIL AND REFINING</b>			
Simms Pet.....	1	3.85	0.94
Union Oil of Calif.....	2	2.78	2.58
White Eagle Oil.....	2	3.04	5.13
<b>RADIO AND PHONOGRAPH</b>			
Dublier C. & R.....		0.92	*0.12
Radio Corp. of Amer.....		2.33	2.55
<b>SHIPPING AND SHIP BUILDING</b>			
Am. Shipbuilding Co.....	8	7.26	*7.44
Am. Ship and Com.....		Nil	Nil
<b>STEEL AND IRON</b>			
Bethlehem Steel.....		5.30	5.93
Colorado Fuel & Iron.....		4.65	4.28
Gulf States Steel.....	5	7.17	3.68
Otis Steel.....		1.06	2.27
Replogle Steel.....		1.30	1.06
Republic Iron & Steel.....	4	6.87	8.14
U. S. Steel.....	7	12.86	13.08
Youngstown Sheet & T. 4		12.38	11.40
<b>SUGAR</b>			
Cuba Cane Sugar.....		Nil	Nil
South Porto Rico.....	6	14.79	*10.54
<b>TELEPHONE AND TELEGRAPH</b>			
All America Cables.....	7	14.12	9.21
American Tel. & Tel.....	9	11.65	8.94
New England Tel. & T. 8		4.72	6.16
Pacific Tel. & Tel.....	7	9.03	8.28
Western Union Tel.....	8	15.22	11.39

## New Books Received By Sales Management

"Advertising Copy: Principles and Practice." By Lloyd D. Herrold. 525 pp. 1926. A. W. Shaw, Chicago. \$6.00.

"An Introduction to Retail Advertising." By Arthur Judson Brewster. 1926. 319 pp. A. W. Shaw, Chicago. \$5.00.

"An Introduction to the Marketing of Farm Products." 427 pp. By Alva H. Benton. 1926. A. W. Shaw, Chicago. \$5.00.

"Business Correspondence Handbook." By James H. Picken. 836 pp. 1926. A. W. Shaw, Chicago. \$7.50.

"Cooperative Advertising by Competitors." By Hugh E. Agnew. 246 pp. 1926. Harper & Bros., N. Y. \$4.00.

"A Sales Manager's Field Letters to His Men." By W. Livingston Larned. 253 pp. 1926. Harper & Bros., N. Y. \$3.50.

"Applied Budgeting." By Henry Bruere and Arthur Lazarus. 248 pp. 1926. A. W. Shaw, Chicago. \$7.50.

"Real Estate Merchandising." By Albert G. Hinman and Herbert B. Dorau. 363 pp. 1926. A. W. Shaw. \$6.00.

## Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

### SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

### REPRESENTATION

IF YOU MANUFACTURE A SPECIALTY and are not now represented in the Chicago market we can interest you. Fourteen years successful selling assures better than an even break for business. Box 1109, Sales Management, 4660 Ravenswood Ave., Chicago.

### POSITIONS WANTED

**SALES MANAGER—AVAILABLE JAN. 1st,** 18 years' experience business and sales, past five years sales executive, for two of largest manufacturers in existence. Am at present employed with one of them on Pacific Coast handling 100 salesmen, eleven branch stores, selling around 6,000 units per year; thoroughly conversant with every phase of direct to consumer method of merchandising, collecting or advertising. Am good organizer; can pick, employ and hold men; write my own sales letters; conduct sales schools; know the relationship of overhead to sales and have the happy faculty of getting the loyal support of subordinates. Married; 38 years old; prefer to stay on coast, but will listen to reason. Need \$7,500 to \$10,000 per year with opportunity to double that by my own efforts. Box 101, Sales Management, 409 and 410 Hobart Building, San Francisco.

**PHILADELPHIA REPRESENTATIVE—**Addressed to manufacturer of A-1 standing now distributing, or considering sales office, in Philadelphia. Sales executive wants to make connection on or after December 1st. Has 20 years' actual experience in selling, organizing and controlling sales force and in management. Knows Philadelphia market. Has responsible position and will furnish details and satisfactory references to officials. Box K-115, Sales Management, 4660 Ravenswood Ave., Chicago.

**SALES EXECUTIVE—HAVE SOLD SPECIALTIES** in Chicago territory for ten years and for the past four years have been asst. sales manager for large organization. Am desirous of making early change, either similar position or branch office. Box K-113, Sales Management, 4660 Ravenswood Ave., Chicago.

## Index to Advertisers

Ajax Photo Print Corp.....	958	Literary Digest.....	939
American Photo-Engravers Assn.....	927	London, Midland & Scottish Ry.....	935
American Telephone & Telegraph Co.....	906	Wm. H. Luden, Inc.....	959
Associated Business Papers.....	875		
Buffalo News.....	877	Meyercord Company.....	936
Butterick Publications.....	886	David J. Molloy Company.....	929
		Multiplex Display Fixture Co.....	953
Cargill Company.....	935		
Chicago Evening American.....	Cover	National Outdoor Advertising Bureau.....	958
Chicago Tribune.....	Cover	Neenah Paper Company.....	931
Cleveland Plain Dealer.....	913	Newport News Printing Co.....	958
Connecticut Six-Star Combination.....	901	Newspapers Film Corporation.....	905
Cosmopolitan Hotel.....	957	New York American.....	902
Courier Journal & Louisville Times.....	915	New York News.....	882
Dairymen's League News.....	951	Oakland Chamber of Commerce.....	944
Dallas News.....	956	Peerless Lithographing Co.....	958
Einson-Freeman Co.....	Cover	Richmond News-Leader.....	876
Electrograph Co.....	936		
Elliott Addressing Machine Co.....	959	St. Louis Globe-Democrat.....	910
		St. Louis Post-Dispatch.....	920
Farm Life.....	946	Scripps-Howard Newspapers.....	917
Wm. L. Fletcher.....	959	W. A. Sheaffer Pen Co.....	873
		C. E. Sheppard Co.....	952
Geyer Company.....	954	Southern Agriculturist.....	919
J. J. Gibbons.....	960	Standard Rate & Data Service.....	945
Golding Press Division.....	958	John Sullivan.....	957
Good Housekeeping.....	885	System.....	881
Philip J. Gray Adv. Agency.....	950		
William Green, A Corporation.....	933	Troy Record.....	932
George Hotte.....	955	S. D. Warren Co.....	925
		Washington Times.....	884
Indianapolis News.....	909	Charles R. Wiers.....	947
Industrial Publications.....	874	George Willman.....	943
		Workman Manufacturing Co.....	958
Kansas City Star.....	880		

## "GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG